

AN ANALYSIS OF THE INTERNAL SALES
FORCE AS A FACTOR IN THE DESIGN
OF TOTAL SALES STRATEGY

Thesis for the Degree of Ph. D.
MICHIGAN STATE UNIVERSITY
ROBERT JAMES BOEWADT
1970

THESIS



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ABSTRACT

AN ANALYSIS OF THE INTERNAL SALES FORCE AS A FACTOR IN THE DESIGN OF TOTAL SALES STRATEGY

By

Robert James Boewadt

This thesis is concerned with the inside salesman in the steel service center industry. The primary focus of the research is to determine those factors which differentiate the highly effective from the less effective inside salesman. The investigation is couched within the basic framework of role theory. Specifically, it seeks to define the role of the inside salesman as interpreted by himself, field salesmen, sales managers and customers.

One aspect of the study deals with the variance of the inside salesman's perceived actual role from his perceived ideal role. This measure of internal role conflict is then compared with his actual effectiveness to determine if a relationship exists.

In another part of the analysis, the inside salesman's activities are grouped in five major categories termed molar dimensions. These include personality, technical competence, customer service orientation, sales initiative and efficiency. The degree of consensus between the inside salesman and the various role definers in each molar



dimension is measured and this, in turn, is compared with his actual effectiveness. This aspect of the investigation serves two purposes:

1. it pinpoints the key role definers of the inside salesman and
2. identifies those dimensions of the inside salesman's job where consensus between his actual behavior and the role definer's expectations is vital. The consensus between the ideal role expectations of both the inside salesman and his role definers is analyzed in a similar manner.

To account for differing environmental factors, the participating firms are grouped in five typologies which reflect the type of market they serve, their size and the breadth of their product line. The analysis shows that the relative importance of the various role definers and molar dimensions differs among the typologies.

The inside salesmen also ranked the five molar dimensions in terms of their relative importance. The object was to see if the highly effective and the less effective salesmen approach their jobs differently. The results were inconclusive.

The findings show the customer to be a key role definer of the inside salesman. In smaller firms high consensus of role expectations between the inside and outside salesmen is associated with the highly effective inside

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salesmen. Technical competence appears to be a molar dimension which clearly differentiates the highly effective from the less effective salesmen. It is vital that the highly effective inside salesman measures up to the customer's expectations of him in this dimension. As the firm specializes its product line, role consensus in this dimension becomes even more important. This suggests that customers rely on the inside salesman for technical advice and his ability to meet this need is directly related to his ultimate effectiveness.

The data also show that high internal role conflict is associated with low effectiveness. Conversely, low internal role conflict is associated with high effectiveness. This suggests the need for careful selection and training of inside salesmen. It also implies that formal job descriptions must reflect the true nature of the inside selling job and the realistic expectations of management.

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The new system was also more efficient than the old one in that it was able to handle a much larger volume of business. This was due to the fact that the new system was able to handle a much larger volume of business than the old one. The new system was also more economical than the old one in that it was able to handle a much larger volume of business than the old one.

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Robert James Boewadt

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1970

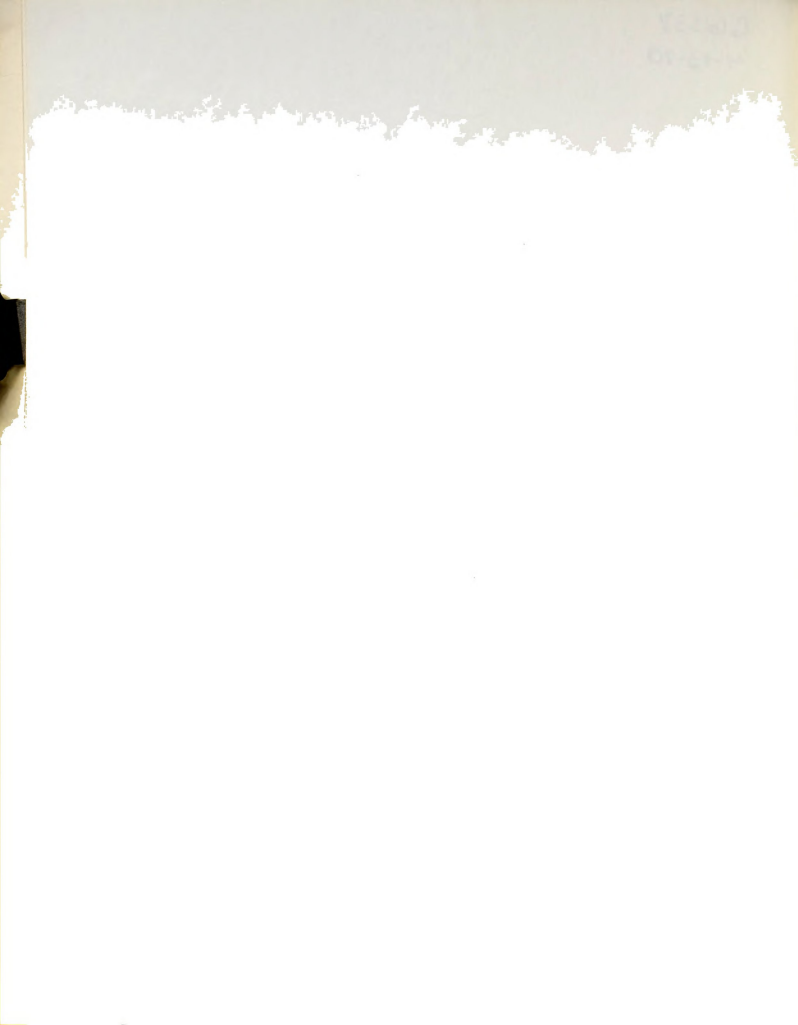
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This research has resulted from the cooperative efforts of many. I would like to thank them all for the selfless sharing of their time, patience and economic resources.

First, I am very grateful to Mr. Robert G. Welch, Mr. John E. Doxsey, and the entire membership of the Steel Service Center Institute for the economic support of this endeavor. Bob and Jack gave much more than money, however. Their knowledge of the industry and the cooperation they solicited from the participating firms combined to make the project a reality. To those many people in the participating firms, I send a special note of gratitude.

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To Professor Lloyd W. Warner, who served on my committee, thank you for your personal sacrifice in my behalf. I am proud to have been associated with a man of your professional stature.

To my chairman Dr. W. J. E. Crissy, a very personal thank you. The mark you have made on my life is indelibly etched. I have never known another human being so openly willing to give of himself to help others.

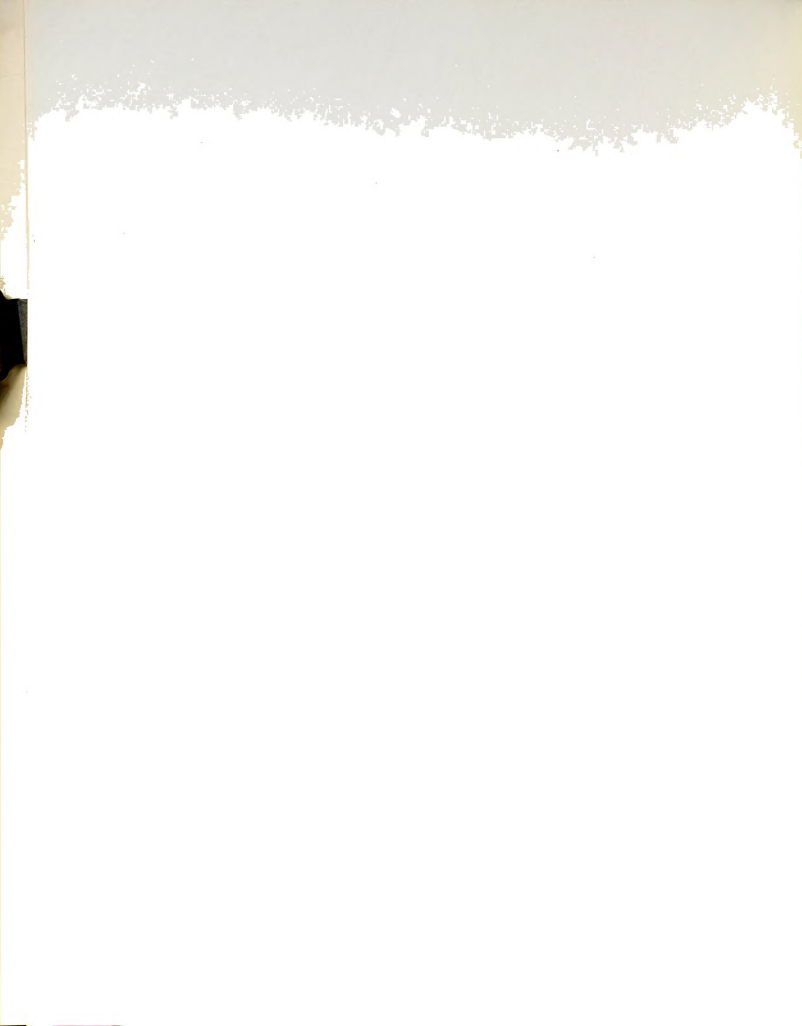
Finally, to my wife Marsha and to my daughters Chris and Laura I send a bouquet of appreciation and a promise that the words "my thesis" will, forever more, be stricken from the portals of our home.

* * * * *

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CHAPTER I

INTRODUCTION

Purpose of the Study

This study is intended to examine critically the role of the inside salesman in the selling process. Perhaps with the information it brings to light, the sales manager will be able to determine more accurately the extent to which the internal sales force should share in the recognition traditionally given to the field sales force. The investigation will, further, focus upon those factors which are the determinants of effectiveness in the inside selling job so that the manager may seek them out in his recruiting process of inside personnel. In an attempt to gain a full perspective on the inside salesman's efforts, the study is focused through the eyes of four key parties to the selling process: (1) the customer, (2) the outside salesman, (3) the sales manager and (4) the inside salesman. In addition, these parties were selected in such a way so as to insure representativeness within the industry being examined.

The marketing effort of the firm is characteristically multifaceted. The firm's impact in the market is the result of the interaction of its total offering (want-



satisfier system) with the buyer's perception of his own needs and wants. An important element of the promotional mix is that of personal selling, both in the field and by inside personnel. While considerable reference is made to field salesmen in the marketing literature, there is a dearth of information on his internal counterpart and the part that the inside man plays in the buying-selling process. Ironically, it has been estimated that the average inside salesman is in contact with twenty-five to thirty customers in a single day while the field salesman's contacts are much more limited.¹ In addition, the inside salesman meets the buyer or buying influence when a need exists while the field salesman may often find his sales call to be unnecessary.

Viewing the situation from another perspective, the inside and outside salesmen are both part of a selling team. If either member of the team fails to do his part, the other person's efforts are diluted or negated. It is imperative, therefore, that the role of the inside salesman is fully understood if the selling effort of the firm is to be optimized.

In the past the inside salesman has been considered little more than an order clerk.² Indeed, even today the

¹Sales Management, "Mr. Inside Steps Out," CIII, No. 7 (September 15, 1969), 41.

²Ibid., p. 41.

mix is changed, the color will change. The color of the mix is changed by

inside personnel. While considerable reference is made to

field stations in the market structure, where the

status gap between the inside and the outside salesmen of most companies is large. This is most often reflected in salary differentials, expense account allowances and degree of freedom from direct supervision. On all counts the outside salesman emerges the winner. However, this trend is beginning to weaken and perceptive management is now beginning to seek ways to recognize the true contribution of the internal sales force. The change has not been rapid in its inception and this is partially due to intrinsic factors which make the inside salesman's job different from that of the field salesman.

For example, the field salesman is often compensated wholly or in part for his exploitation of the potential of a given sales territory or assigned market segment. Because he is the only agent of the company in that area, the assumption is made that any territory sales increase is, at least partially, due to his efforts. He is compensated accordingly by some form of commission or bonus system. In the case of the inside salesman, the problem is not so easily handled. This is often due to the random matching of inside salesmen with incoming customer calls and the inability of management to truly assess the impact of the inside salesman's effort on any given sale which is made. In other words, many sales managers are content to assume that there is a causal relationship between the sales of a given territory and the field salesman working there but are reluctant to impute the same relationship to the sales produced by their internal selling

action gap between the Israeli and the Jordanian governments
some companies in Israel and Jordan are working together
along the border.

force. This may be accounted for by their inability to assess the element of chance present in the inside selling job. It is strange that the same reservations have little effect on the evaluation of the outside salesman's contribution.

Statement of the Problem

The inside salesman is called upon to be many things to many men. The customer has certain expectations which he hopes will be met through interaction with the inside man. These expectations of anticipated behavior combine to form the ideal inside salesman's role as perceived by the customer. In addition, similar ideal role expectations are formed by his sales manager, the outside salesman and the inside salesman himself. One focal aspect of this investigation is to delineate these idealized role expectations and relate them to the effectiveness of inside salesmen. Specifically, the study seeks to determine precisely what are the elements of the inside selling job which are related to effectiveness? How do these differ in relation to the type of market being served? How do these differ in relation to the size of a firm's scale of operations? How do these differ in relation to the type of product line carried by the firm? It may be assumed from the outset that the effective salesman will not be able to accommodate the role expectations that all parties have of him. Indeed, there is probable conflict among the various ideal role expectations. However, the study should

produce conclusions regarding the relative influence of the various parties' expectations on the effective inside salesman.

Effectiveness will be measured in five key areas. These are termed molar dimensions of inside salesman effectiveness and include:

1. Personality--this dimension is concerned with personal characteristics which reflect attitude and human relations skills (e.g., friendliness, maturity, cooperativeness).
2. Technical Competence--this dimension focuses on the level of relevant expertise which the salesman is able to bring to bear in solving the specific technical problems in his area.
3. Customer Service Orientation--this relates to the salesman's willingness to provide the customer with services beyond the mere order taking function.
4. Sales Initiative--this relates to the man's ability and willingness to actively sell his product in the presence or absence of customer sales resistance.
5. Efficiency--this relates to the inside salesman as a self manager and his ability to formulate an organized approach to his job functions, thus, minimizing wasted time and effort.

The study also measures the relationship of inside sales effectiveness to internal role conflict. All inside

Product Development regarding the relative importance of the various factors, and the relative importance of the various factors.

salesmen were asked to relate both their idealized and actual behavior patterns in each of the molar dimensions. Role conflict was measured by the degree of consensus or divergence between ideal and actual for each dimension.

A final aspect of the study relates to the importance of each of the molar dimensions of effectiveness relative to each other. Inside salesmen were asked to rank the molar dimensions by priority of importance in their selling job. This information was then used to derive several modal typologies of highly effective and less effective inside salesmen.

These are the questions which the study attempted to answer. Basically, they relate to three areas which may be summarized as follows:

1. the relationship between inside selling effectiveness and the ability of the salesman to perform in accordance with the expectations of his significant others,
2. the relationship between inside selling effectiveness and the ability of the salesman to perform up to his own expectations and
3. the relationship between inside selling effectiveness and the priority the inside salesman gives to various facets of his job.

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Hypotheses

In accordance with the objectives of the study, nine basic hypotheses were formulated to be tested.

- I. There is a relationship between the personality characteristics of the inside salesman as perceived by the customer and the inside salesman's effectiveness.
- II. There is a relationship between the technical competence of the inside salesman as perceived by the customer and the inside salesman's effectiveness.
- III. There is a relationship between the customer service orientation of the inside salesman as perceived by the customer and the inside salesman's effectiveness.
- IV. There is a relationship between the sales initiative of the inside salesman as perceived by the customer and the inside salesman's effectiveness.
- V. There is a relationship between the efficiency of the inside salesman as perceived by the customer and the inside salesman's effectiveness.
- VI. There is a relationship between the inside salesman's effectiveness and the congruency of his idealized role as perceived by himself and the outside salesman.
- VII. There is a relationship between the inside salesman's effectiveness and the congruency of his idealized role as perceived by himself and the sales manager.

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1. There is a relationship between the personality char-

Secretary of the Trade Union, 2nd Floor

VIII. There is a relationship between the inside salesman's effectiveness and the congruency of his idealized role as perceived by himself and the customer.

IX. There is a relationship between ideal and actual role congruity as perceived by the inside salesman and his effectiveness.

Methodology

The study seeks to determine if there are any significant differences between inside salesmen which can be related to their overall effectiveness. Accordingly, in all participating firms the inside sales manager was asked to divide his inside salesmen into two groups. These groups approximated the upper and lower halves of the inside sales force in terms of total inside selling effectiveness. It was felt that the sales manager, better than any other single individual, was qualified to make the judgment. Each manager was asked to let his judgment reflect whatever factors he deemed most important in an effective inside salesman. The ultimate judgment reflected a combination of such factors as sales volume produced, ability to relate to the customer and his peers, promotability, past performance and salary advancements. In all instances the managers agreed that the past sales record of the individual salesman was weighted heavily in their final judgment.

VIII. There is a relationship between the number of

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As noted earlier, customers, managers, outside salesmen and inside salesmen were asked to respond to questions relating to their perceptions of ideal inside salesman behavior. Inside salesmen, in addition, were asked to answer similar questions related to their actual daily behavior and the importance of the various molar factors. With perceptual responses from the individuals in all four categories of respondents and with an approximation of the relative effectiveness of all inside salesmen, the data were then analyzed for any significant relationship between role perception and effectiveness.

Limitations of the Study

Any conclusions derived from the study must be drawn taking cognizance of these limitations:

1. Respondent firms comprise a purposive sample drawn from the membership of the Steel Service Center Institute. Application of findings to other industries where inside salesmen play key roles must be done cautiously.
2. The sample drawn was small comprising 14 firms from a total active membership of approximately 400. However, two considerations dictated this. First, it was considered mandatory to collect the kind of information required by personal visits rather than by mail. Second, within each firm multiple



respondents were needed hence the total number of respondents far exceeds the number of firms.

3. A sample of twenty customer respondents for each firm was selected in such a manner that the final list would include a mix of good, average and marginal accounts. This is a relatively small group inasmuch as the average number of customers per firm is eight.
4. The relative effectiveness of inside salesmen was based on a judgmental determination by the sales managers as previously noted. It is possible that such a selection process introduced a bias which would ultimately be reflected in close role consensus between the effective salesmen and their respective managers when the data were analyzed on an individual firm basis. In other words, there is a possibility that a manager might have selected all his highly effective group merely because they behaved in a manner he deemed correct and not because of an objective evaluation of true, measurable performance. If, indeed, this was the case in some instances, then the manager's ideal role perceptions became self-fulfilling prophesies. It must be noted, however, that when the data were combined for analysis on the typology or total industry level, this element of bias diminished in importance.

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5. Respondents may have possibly misinterpreted the purpose of the study and, as a result, responded in a manner designed to reduce any perceived ego threat. It was noted by the interviewer that relationships between the various inside sales managers and their inside salesmen varied widely. Some managers appeared to have a peer relationship with their men while others were highly authoritarian in their managerial style. To the extent that some salesmen were unsure of complete anonymity, their responses may have been affected by distrust of their superior or the researcher.
6. Ideal role expectations of the customer were tapped by the instrument and these were compared with the ideal and actual role expectations of the highly effective and the less effective inside salesmen to determine if a relationship existed. Administrative feasibility precluded the linking of the customer's perception of actual behavior to specific inside salesmen. Hence, inference in this area is indirect and rests on the assumption that the inside salesman's description of his actual behavior is accurate and is similar to the customer's perception of his actual behavior. In this case, as in the instance of the sales manager's selection bias noted in limitation three above, the analysis on the typology

3. The following are the names of the persons who have been
admitted to the office of the Secretary of the State since the
last meeting of the Board of Education.

or total industry level is not impaired. The failure to link specific men with specific customers has meaning only on the firm level and, even then, any conclusions drawn from such a small sample of each company's accounts might be unwarranted.

to some extent, but it is not possible to say
how far the results are due to the
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CHAPTER II

CONCEPTUAL FRAMEWORK

Role Theory--Basic Postulates

A useful theoretical construct for the study of human interaction is that of role theory. Simply stated role theory suggests that human behavior is largely conditioned by self expectations and the expectations of other persons. These expectations are cast within the framework of societal roles.

Roles have been defined in various ways. Biddle suggests that "a role is a set of related cognitions maintained for a person or position by himself or another."¹ Banton views roles as "clusters of rights and obligations" associated with a position in society.² A position may be the repository of multiple roles. For example, the position of an inside salesman may coincidentally encompass the roles of technical advisor, expeditor, salesman and friend. In

¹Bruce J. Biddle, The Present Status of Role Theory Columbia, Missouri: University of Missouri, 1961), p. 5.

²Michael Banton, Roles (London: Tavistock Publications, 1965), p. 2.



each of these roles the focal individual is expected to behave in a specific manner. To the extent that these behavioral expectations, held by himself and his significant others, are compatible, the individual is able to effectively fulfill the mission of his position.

A person may simultaneously hold multiple positions within a society. Biddle defines a position as "a set of persons who exhibit similar characteristics, who are treated similarly by others or for whom a cluster of unique cognitions are maintained either by themselves or others."³ To refer back to the earlier example, an individual may hold the position of inside salesman with its associated roles but he also may hold the positions of head of household, church member, civic leader and others.

Because of the possibility of multiple positions and multiple roles associated with each position, the possibility of conflicting expectations or role conflict arises. The inside salesman's role as technical advisor to his customer may lead him to suggest an alternative material not handled by his own company. This action may directly conflict with the role expectations that his management holds of his role as a salesman. In addition, his position as a father and husband may generate role expectations which are contrary to the role expectations associated with his job. A clear example of this latter situation often arises when the time

³Biddle, op. cit., p. 5.

each of these roles the social individual is expected to
behave in a specific manner. The individual who fails to
fulfill these roles, and his significant
others, are consequently, the individual is able to effectively

fulfill the role of his position.

A person who is able to fulfill the role of his position

will be able to fulfill the role of his position

and will be able to fulfill the role of his position

demands on the individual as an employee and as a family member begin to overlap.

In a study of role expectations done by E. E. Smith it was found that individuals experiencing anxiety due to unclear role expectations were less effective than individuals whose role expectations were clearly defined.⁴ In a similar study by Getzels and Guba it was found that individuals exposed to conflicting role expectations were seen to be ineffective by their significant others (role definers).⁵

It should be noted that any attempt to separate role theory from what is commonly termed reference group theory is done purely for classification purposes. The two are closely bonded and mutually enhancing. It is important then to examine the nature of reference groups if one is to fully understand the meaning of roles.

Roles and Reference Groups

A reference group can be defined as any interacting aggregation of people that influences an individual's attitudes or behavior.⁶ An individual may simultaneously

⁴E. E. Smith, "Effects of Clear and Unclear Role Expectations on Group Productivity and Defensiveness," Journal of Abnormal and Social Psychology, LV (1955), 215.

⁵J. W. Getzels and E. G. Guba, "Role, Role Conflict and Effectiveness: An Empirical Study," American Sociological Review, XIX (1954), 164-175.

⁶James F. Engel, David T. Kollat, and Roger D. Blackwell, Consumer Behavior (New York: Holt, Rinehart and Winston, Inc., 1968), p. 309.

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interact with several such groups at any given time and their relative influence on his behavior will vary greatly.

Homans recognizes three distinct types of reference groups,

Membership groups are those aggregates of people to which a person is recognized by others as belonging. They include groups such as the family, a church, a fraternity, a work group and many others. An aspiration group is an aggregate of individuals to which an individual wishes or aspires to belong. A dissociative group is an aggregate of individuals with whose values or behavior an individual does not want to be associated. . . . In all definitions of a group there is an implied functional interdependence between members.⁷

The influence of reference groups can be both normative and evaluative in nature.⁸ The normative function of such groups causes the individual to modify his behavior in accordance with or opposition to the modal behavior of the group. This, of course, will depend on whether the group is aspirational or dissociative to the particular individual. The evaluative function, on the other hand, permits the individual to compare himself in terms of status to others belonging to his relevant reference group. Using these reference group members as a benchmark, he can then determine the degree to which he is fulfilling his idealized self

⁷George Homans, The Human Group (London: Routledge and Kegan Paul, 1951), p. 1.

⁸Harold H. Kelly, "Two Functions of Reference Groups," in Readings in Social Psychology, ed. by G. E. Swanson, T. M. Newcomb and E. L. Hartley, rev. ed. (New York: Holt, Rinehart and Winston, Inc., 1958), pp. 265-275.

Interests with general and specific interests in the same field. Their relative influence on the community is also of interest. Some of the groups of reference groups, however, are those groups which are known to be of importance to the community.

Membership groups are those groups to which a person is associated by direct association. These groups are those groups which are known to be of importance to the community. These groups are those groups which are known to be of importance to the community. These groups are those groups which are known to be of importance to the community.

image.⁹ It is obvious that both functions can potentially cause the individual to change his behavior patterns within a given role and, conversely, as Lieberman has observed, "a change in roles involves a change in reference groups . . . which leads to a change in attitudes . . . which leads to a change in actions."¹⁰ This reference group-role behavior exchange process may well explain, for instance, the change in an inside salesman's behavioral expectations of other inside salesmen as he moves to a supervisory level. In addition, if an inside salesman considers the field sales force as a dissociative reference group, he may structure his behavior so that no semblance of team effort exists. There was some informal indication during the research interviews that, in fact, the field sales force might very well represent such a group to some inside salesmen.

Inherent in the concept of the reference group is the idea of norms. Group norms are standardized patterns of behavior which the relevant reference group establishes as acceptable. The relevant group is simply that group which the individual views as the most important in guiding his behavior in a specific decisional area. The relevant group may, indeed, change with time and with the nature of the

⁹The concept of self image is discussed in Erving Goffman, The Presentation of Self in Everyday Life (New York: Doubleday and Co., Inc., 1969).

¹⁰Seymour Lieberman, "The Effects of Changes in Roles on the Attitudes of Role Occupants," Human Relations, IX, No. 4 (November 1956), 399.

decision to be made. Norms tend to be general and relate to items of concern to the group.¹¹

Viewed from one perspective, a role can be defined as a set of norms associated with a position. Role definers, those holding the expectations relevant to a specific role, share these norms. Shared norms permit meaningful prediction of individual behavior. In a sense, then, clearly defined norms or role expectations obviate the need for close supervision and control.¹² In addition, in those situations where coordination between two or more personnel is expected, shared norms and role consensus might be deemed vital. The problem of coordination will be considered in the concluding section of this chapter.

Another aspect of group norms which should be stressed is their importance to the communication process. Newcomb relates that,

People can interact without any common body of norms, but they cannot communicate in the sense of sharing meaning through their interaction. . . . Communication is a process by which a person refers to something . . . in such a way as to lead another person to have a more or less similar experience of it. Communications, in this sense, presupposes frames of references (norms) which are shared by the communicating

¹¹Muzafer Sherif and Carolyn W. Sherif, An Outline of Social Psychology, rev. ed. (New York: Harper and Row, 1956), p. 170.

¹²Francis Merrill, Society and Culture (Englewood Cliffs, New Jersey: Prentice Hall, Inc., 1957), p. 12.

decision to be made. When told to be general and brief
I was at a loss to know what to do.

persons, so that similar meanings are shared by them.¹³

The importance of good communications links between salesmen, customers, their managers, and other supportive personnel is patently obvious. Acknowledging this fact, one must conclude that the concepts of reference groups, roles and norms are inextricably intertwined. Each of the constructs complements the others in the understanding of human behavior.

Role Relationships and the Sales Force

Viewing the firm as a total marketing system, Downing observes,

In firms of any size and complexity at all . . . and this means most firms . . . the coordinating process has significant effect on the firm's efficiency. Simple as the idea of coordinating is, it is a process that is often overlooked or done poorly.¹⁴

The process of coordinating may be summarized as the ways in which the executive develops an orderly pattern of group effort among subordinate units, and secures compatibility of action in pursuit of common goals.¹⁵

¹³T. M. Newcomb, Social Psychology (New York: Dryden Press, 1950), pp. 267-268.

¹⁴George D. Downing, Sales Management (New York: John Wiley and Sons, 1968), p. 155.

¹⁵This is basically the definition of Dalton McFarland, Management Principles and Practice (New York: MacMillan, 1958), p. 268.

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To the extent that the process is carried on by its own momentum without the guiding hand of a sales manager, the firm conserves its resources for other operational dimensions. Self coordination between dependent agents is the key. But to achieve a state of complementary coexistence the agents must first understand each other's responsibilities and expectations. Often this is not the reality of the situation. In a recent industry panel conference held between representative inside and outside salesmen, a typical comment by an inside salesman was,

I don't think the outside men in our company . . . really realize the problems the inside men have. A lot of times an outside man will call in a processing order, and you're tied up . . . he'll fight you. I can understand them not wanting to lose an order, but they don't realize the problem a person has on the inside.¹⁶

It is logical to assume that the lack of empathy cited by the inside man detracts from rather than enhances his firm's inside-outside selling effort. At a minimum the inside man may adopt an attitude of disconcerned neutrality toward his outside counterpart and may carry this over to the outside man's customers. From a study done by Lombard we know that customers in a hurry will tend to perceive the sales personnel with whom they must deal as basically disinterested individuals.¹⁷ In the instance cited by the inside salesman,

¹⁶Richard Sandhusen, "Inside-Outside: A Dialogue," Metal Center News, IX, No. 9 (September 1969), 14.

¹⁷George F. Lombard, Behavior in a Selling Group (Boston: Harvard University Press, 1955), p. 209.

To the extent that the evidence is relevant to the

issue of whether the defendant is guilty of the

crime charged,

it is very possible then that the inside man is reacting to what he perceives as lack of empathy while the outside salesman, in his haste, views the inside man as a disinterested bystander. The morale implications are immediately evident.

As Kretch points out, the concept of a role includes certain associated rights and obligations which are defined in relation to other roles. For example, in the patient-doctor relationship, the patient is expected to follow orders and pay promptly for services rendered.¹⁸ The important point to be noted is that not only are there rights and obligations, as Banton had observed, but they become manifest in daily interaction with other roles. Therefore, it is not enough merely to study a given role as an isolate from its situational context. To do so eliminates the feedback loop from other roles and, hence, the dynamic process of role modification over time.

Evans suggests in his study of the role of the field sales manager that,

. . . it is reasonable to expect the individual to consider the role expectations of (his) superior in defining his own role and hence in his role behavior.¹⁹

¹⁸David Krech, Richard Crutchfield and Eggerton Ballachey, The Individual In Society (New York: McGraw Hill, 1962), p. 310.

¹⁹Rodney E. Evans, "An Empirical Analysis of the Function and Role of the Field Sales Manager" (unpublished Ph.D. dissertation, Michigan State University, 1966), p. 21.

it is very possible that the same man is working
what he possesses in fact it is very possible
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The inside sales manager is a feedback source. His ability to reward or impose negative sanctions upon the inside salesman must, in some way, be related to role behavior. Indeed, other sources of role feedback may not be as explicit.

The customer-salesman interaction process was studied by F. B. Evans. In it he found,

The more alike the salesman and his prospect are, the greater the likelihood for a sale. This is true for physical characteristics (age, height), other objective factors (income, religion, education) and variables related to personality factors (politics, smoking). It is also important to note that the perceived similarity for religion and politics is much higher and of greater importance to the sales than the true similarity . . . results of this study indicate differences in the ways sold and unsold prospects viewed the particular salesman who called upon them, how the salesman views his role and differences in pair similarity between sold and unsold dyads.²⁰

Evans' results imply that the customer's feedback function is a very active force impinging upon the salesman. The customer buys from those individuals who not only fulfill his role expectations but also tend to mirror his values and personal habits. Evans points out, however, that the primary influence on the dyadic interaction is the degree to which the customer's role expectations of the salesmen are met.

²⁰F. B. Evans, "Selling As a Dyadic Relationship-- A New Approach," in The American Behavioral Scientist, May 1963, p. 79.

The inside sales manager is a leadership position
to recruit or induce managers, salesmen, and
other staff in the sales department.

Tosi has done similar research and he concludes that although meeting customer expectations is an important element in the selling process, it is still not enough. He states that,

Role consensus is perhaps more important within the organization than without. . . . Role consensus between a subordinate and a supervisor may help the subordinate secure a promotion because his supervisor thinks highly of him, but it does not seem so important as customer expectations in aiding in the securing of business.²¹

Essentially these conclusions support the earlier work of F. B. Evans. However, the specific link between role expectations and selling effectiveness is left partially defined. In a subsequent article based on the research, Tosi points out,

Thus, behavioral expectations of the buyer may be an intervening or moderating variable. It is expected that the objective and physical factors which are significant vary as a function of different selling situations. If so, definition and classification of these factors for particular selling situations must be undertaken. Perhaps the product may be critical in one case and the salesman in another.²²

As this last statement intimates, the problem of varying sales contexts and the influence they exert on empirical study is surmountable. The researcher must, however,

²¹ Henry Louis Tosi, Jr., "The Effect of Role Consensus, Expectations and Perceptions on the Buyer-Seller Dyad" (unpublished Ph.D. dissertation at The Ohio State University, 1964), p. 63.

²² Henry Louis Tosi, Jr., "The Effects of Expectation Levels and Role Consensus on the Buyer-Seller Dyad," The Journal of Business of the University of Chicago, XXXIX, No. 4 (October 1966), 528.

There has been a considerable increase in the number of

although the number of cases is still small.

There is a considerable increase in the number of

carefully define the parameters of the particular selling situation which may give rise to specific and possibly unique role expectations. For example, in this study it is possible that the steel service centers which stock a highly specialized inventory simultaneously generate particular customer expectations of the inside salesman. The customer may feel that a high degree of product specialization should be accompanied by a correspondingly high level of technical expertise on the part of the inside man. On the other hand, perhaps the size of the service center is linked to the customer's expectations of the personal service he should receive. Indeed, Robert McMurry has pointed out that the degree of creativity required of the salesman will vary with the specific demands of the sales job.²³ But all of these variables can be controlled once they have been identified as possible role influences. This study has attempted to accomplish precisely that.

In a study done by L. G. Wispe on a small group of clothing salesmen, he found that conflicting role expectations within the work group led to open hostility between its members. Specifically, the men studied were both friends and competitors. Each of these roles generated expectations. Many of the expectations were not mutually compatible and the men were unable to balance their roles.

²³Robert McMurry, "The Mystique of Supersalesmanship," Harvard Business Review, March-April 1969, p. 114.

certainly define the parameters of the system and
 situation which give rise to
 design.

This resulted in a breakdown of the personal relationships between the men.²⁴ This study is pertinent because it points out an area of potential concern for management. If, indeed, the inside salesman is the target of many conflicting role expectations, the resultant effect may be increased hostility toward others. If this hostility is focused upon the field salesman, team effort is impaired. If, however, the hostility becomes directed at the customer, the damage may be irreparable. Therefore, a thorough definition of his role and its associated expectations is vital to the selling effort.

In a similar vein Zaltman has observed that,

The salesman can significantly increase his effectiveness if he knows what the prospects expect of him in the role of salesman. Unless he is aware of this, there will be less than a full sharing of meaning. Customer perception of the salesman's role will probably vary according to the consumer group involved and the product being sold. Salesmen also perceive their own roles differently. This may vary according to product line, or because of age, experience or other factors closely related to the salesmen as people.²⁵

Zaltman also maintains,

It is quite unlikely, of course, that the respective role perceptions will ever coincide perfectly. It is impossible for each salesman to be and do exactly what the customer wants.

²⁴ L. G. Wispe, "A Sociometric Analysis of Conflict-
ing Role Expectations," American Journal of Sociology, LXI,
No. 2 (September 1955), 134-137.

²⁵ Gerald Zaltman, Marketing: Contributions from the
Behavioral Sciences (New York: Harcourt, Brace and World,
Inc., 1965), p. 90.

This meeting is a continuation of the work of the
Committee on the part of the Government
and the people of the United States.

However, if there is a large gap between customer's expectations of a salesman's function in selling a given product and what is considered appropriate behavior by the salesman's firm, there will probably be customer dissatisfaction and a loss of sales. Therefore, the customer must be persuaded to adjust his expectations of the salesman if they prove unrealistic.²⁶

In the industrial setting the expectations of the buyer are partially conditioned by his reference group identification. The immediate concern of this study is focused upon the final expectations held by the customers in the sample. However, these are merely the end products of a process which involves many other people. In a study done to determine the reference groups that influenced the industrial buyer, Bourne found that there are at least five sources of influence which can be identified. These are:

1. Other buyers
2. Company influentials
3. Company technicians
4. Customers
5. Community Pressures.²⁷

Although it is outside the scope of this study, any investigation which would seek to determine the origin of buyer expectations might, of necessity, begin at the reference

²⁶Ibid., p. 91.

²⁷Francis S. Bourne, "Group Influence in Marketing and Public Relations," in Some Applications of Behavioral Research, ed. by Rensis Likert and Samuel Hayes Jr. (Paris, France: UNESCO, 1961), pp. 221-222.

However, it seems to me that the
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 realistic.

group level. The network of inter-relationships between the buyer and purchase influentials would have to be mapped and some assessment of the relative degrees of influence attributable to each group would be necessary. Suffice it to say that such an investigation would, at minimum, present many difficult measurement problems.

As previously noted, one facet of this study seeks to assess the importance of the inside salesman's self perception as a determinant of sales effectiveness. In an earlier study dealing with retail salesman it was noted that,

there were three factors associated with the behavior of high sales producers (as measured by sales volume and money earned) that distinguished them from low producers. These factors were: a perceived downward mobility in job alternatives, a higher level of aspiration, and probably a higher level reference group. The high producers, unlike the low, seemed to still be moving toward their occupational goals (a higher level of aspiration). Yet there was also a feeling among the high sales producers that a change to a more prestigious occupation might result in an immediate reduction in earnings and style of life (downward mobility), which among the high producers had been relatively high. The relatively higher style of life was, in most cases, required by the standards of the social group with which the high producers associated or wished to associate. Thus, the high producers typically had a higher level reference group than did the low producers, whose reference groups were composed of persons who were, at most, no higher than salesmen.²⁸

²⁸ Cecil L. French, "Correlates of Success in Retail Selling," American Journal of Sociology, LVI, No. 2 (September 1960), 128-134 cited in Zaltman, op. cit., p. 101.

group level. The nature of local conditions is such that
 major and minor groups are not clearly defined and
 the movement of the local group is influenced a
 little to each group would be necessary. It is to say

that each an individual group, it is not, but a

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It is not, but a

It is not, but a

While this study by French did shed light on a previously unexplored area, it differs from the study at hand in two significant aspects:

1. its focus was on the retail salesman and
2. effectiveness was defined in a narrow sense, using sales volume and earnings as the basic determinants.

The job of the industrial salesman, whether internal or external, is significantly different from that of the retail salesman. The rapport between the industrial salesman and his customer is the product of a long term, on-going relationship. Customer service requirements generally tend to be greater and any measure of effectiveness must reflect this fact. It is for these reasons that this study of the inside industrial salesman has been undertaken. In Chapter III the basic research design and statistical analysis is described.

CHAPTER III

RESEARCH DESIGN

Basic Design

In formulating the basic research design, primary consideration was given to two goals:

1. to be able to examine intensively a sample of steel service centers whose operations differed significantly with respect to size, product line and primary market area and
2. within each firm to draw response from all parties directly relevant to the selling act in an attempt to define the behavioral expectations each held of the inside salesman.

Hence, fourteen firms were selected to participate in the study and their cooperation was enlisted through the aid of their national trade association. In each instance, a participating service center was assured that all information used in the study would be held in strict confidence and all findings would be reported in such form as to preclude the identification of any specific firm or individuals.

Respondents were of five types: (1) highly effective inside salesmen, (2) less effective inside salesmen,

(3) sales managers, (4) outside salesmen and (5) customers. Essentially, all were asked to fill out a short interview form relating their expectations with regard to the behavior of inside salesmen. Their responses were scaled on a frequency of behavior continuum and given numerical weightings. In each firm an attempt was made to draw responses from all inside and outside salesmen. The sales manager interviewed in each instance was the individual directly responsible for the supervision of the internal sales force. In some instances this individual was also responsible for the management of the field sales force. Finally, as mentioned earlier, twenty representative customers were drawn from the past customer records of each firm. These accounts were contacted by mail and requested to complete a form similar to that given to all other respondents.

It is important to understand the rationale for inclusion of each category of respondent in the total sample. Each type provided a necessary perspective. Obviously, the customer's views were a vital input. The extent to which his expectations are met by the inside salesman must play some part in the final purchase decision. Are there certain aspects of an inside salesman's behavior which bear more heavily than others in this decision? At a minimum, one would expect those inside salesmen who are most fully able to meet the customer's role expectations to be the most successful. If this, indeed, is not the case then one must

(1) sales manager. (2) outside salesmen. (3) sales
representative. All sales agents are paid on a commission basis.

Summary

be forced to assume that the purchase decision rests primarily on other factors such as price or outside sales effort.

The outside salesman was included in the study because it was felt that the customer, as well as management, perceives the field salesman and the inside salesman as comprising a selling team. To the extent that this is the case, there is a need for the coordination of their selling effort. It seems logical to assume that a customer's confidence in a firm would be enhanced if he perceives that a commitment made by the field salesman is fully understood and accepted by the inside salesman. The greater the extent of agreement between the inside and outside salesman relative to the inside salesman's role, the smaller the chances for gaps of responsibility to occur. By reducing the chance of such gaps, the firm simultaneously reduces the possibility of disappointing a customer in the handling of his order. In the long run this may be assumed to contribute to the development of patronage motives.

The inside sales manager, to a large extent, formally prescribes the role of the inside salesman. By rewarding certain forms of behavior and failing to reward other forms, he is able to direct the actions of the inside sales force. To the extent that his expectations are consonant with those of the customer, the field salesman and the self expectations of the inside salesman, there should be minimal conflict of objectives for the inside salesman. Ideally, this should

The outside salesman was included in the study

because it was felt that the customer, as well as being in the
position to buy, was also in a position to sell.

The study was conducted in the following manner:

The study was conducted in the following manner:

The study was conducted in the following manner:

The study was conducted in the following manner:

The study was conducted in the following manner:

promote more concentrated and well focused selling effort by the inside salesman.

Finally, the inside salesman's job expectations, both actual and ideal, are vital to a study of this nature. They are important for two reasons. First, his perception of his actual behavior when viewed in composite defines his actual role. This can then be matched with the role expectations of his significant others. The study seeks to determine if the congruence of his actual role with the ideal role expectations of others is linked to his effectiveness. In simple terms, does it really matter, for example, if the inside salesman exactly approximates what the customer says he is looking for in an inside man? If there appears to be no causal relationship between such a match and job effectiveness, perhaps he should focus his efforts in other facets of his job or redefine his behavior in accordance with the role expectations of his manager if these expectations are different from those of the customer. It should be noted that the circumstances just described may not be as unrealistic as they may first appear. The customer's idealized expectations of the inside salesman's behavior may be unrealistic in terms of human effort or prohibitive from a cost standpoint. If this is the case, it is possible that the inside salesman's actual behavior can never be sufficient to affect positively the purchase decision. The expectations of his manager may be more relevant because they reflect both customer service and the related costs.

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Sample Selection Procedure

As previously noted, the selection of the sample used in the study was made purposively. The underlying rationale for this method of selection was to insure that the respondent firms comprised as typical a group as possible with respect to size, type of market and breadth of product line. To yield a pragmatic contribution for industry members it was felt that the investigation should focus on five basic typologies of firms, namely those shown in Table III-1. This classification schema permits the manager of a specific firm the opportunity to select the information which applies to his specific operations. This permits one to view the inside salesman's role in a cross sectional manner to determine if the importance of the individual molar factors are affected by product line, size of firm or type of market served. Table III-1 shows the relative breakdown of firm typologies used in the sample.

Major market areas in the steel service center industry are primarily defined by large concentrations of fabricating manufacturers. Examples of such concentrations are the aircraft manufacturing facilities on the west coast and the automobile manufacturing operations of the midwest. There are basically five such areas in the United States. Much of the demand for steel service center products in these areas arises indirectly from the large manufacturers through various specialty fabricators who supply component parts under large volume contracts. As might be expected,

Table III-1. Company Typologies

	Type of Market Served	Size of Firm	Breadth of Product Line	No. of Firms In Sample
Typology I	Minor	Small	General	4
Typology II	Major	Large	General	5
Typology III	Major	Large	Specialty	2
Typology IV	Major	Small	General	1
Typology V	Major	Small	Specialty	2

these areas are also heavily populated with competing steel service centers whose primary task is to assure on time delivery of the customer's specific steel needs. In these areas it is quite common for a fabricator to deal simultaneously with several steel service centers. He may consider one of these centers his primary source and use the others on a fill-in basis. Many small centers in these areas consider such fill-in orders a major part of their total business.

As the term implies, minor market areas do not have the total demand factor that one finds prevalent in the five major industrial areas described above. Accordingly there are usually fewer steel service centers in these areas competing for the business. The demand that does exist in these areas arises from varied sources. Typical accounts

may include welding shops, small manufacturing plants and independent building contractors. The typical steel service center in this type finds its raison d'etre in its ability to supply relatively small volume orders with on time delivery. In these markets, more than in the major market areas, the average customer would be unable to obtain his steel needs directly from mills. Large minimum order quantities would virtually preclude such action. Hence, the service center performs a vital economic function. The classification of the firms by size rested primarily on the number of employees that were considered to be full time. Small operations were those employing less than seventy five people while the large centers were those falling in the one hundred fifty or more bracket. This figure, of course, is influenced by the degree of automation present in the specific operation. In general, however, the larger operations were substantially larger than the minimum figure indicates and were major forces in their respective market areas.

Another indicator of the relative size of operations is square footage of warehouse space. The operations which were classified as small generally had less than one hundred twenty five thousand square feet of enclosed warehouse. Large operations had over three hundred thousand square feet. The large operations had a very heavy investment in specialized capital equipment as might be expected.

may include waiting areas, and a small number of people may be present.

relatively small volume of traffic with no cars.

delivery. In these cases, the traffic is not a problem.

areas. The traffic is not a problem.

small number of people may be present.

may include waiting areas, and a small number of people may be present.

The final classification parameter used in the sample selection process was breadth of product line. Operations were classed as either specialty or general line. Specialty line service centers seek to find a niche in the market and then cultivate a differential competitive advantage in serving this market segment. They capitalize upon technical expertise and selective purchasing to meet the exact needs of their market. An example of this type of operation might be a service center which only deals in stainless steel. It is logical to assume that an inside salesman in an operation of this type would necessarily possess a great depth of product knowledge.

In contrast to the specialty service center, the general line service center carries a broad line of steel products and even, in some instances, some exotic metals and plastics. This type of center attempts to serve the major core of the market in an area. Its depth of stock and technical expertise is not as deep as the specialty house. However, this type of operation is the most prevalent in the industry.

The Measurement Instrument

The measurement instrument had a threefold purpose:

1. to obtain data on the frequency of role related activities performed by the inside salesman and/or expected by customers, sales managers and field salesmen,

2. to obtain data from all inside salesmen regarding the relative importance of all activities which might be performed in their daily work,
3. to obtain certain other demographic and perceptual data from all respondents which were to be subsequently used for classification purposes.

A steel service center aided in the compilation of a list of inside selling activities. The list covered a whole spectrum of work related behavior and subdivided into the molar factor areas of personality, technical competence, customer service orientation, sales initiative and efficiency or self-management. These items were then posited in neutral form and structured so that respondents could indicate how often an ideal inside salesman should perform the specific action. The frequency scale included terms such as rarely, infrequently, sometimes, usually and always or almost always. These terms were respectively weighted on a one to five scale for data analysis purposes.

In addition to the responses designating how often an ideal inside salesman should perform the thirty-five activities, the inside salesmen were asked to look at their actual behavior. In a separate section of the instrument, they were asked to cite the frequency with which they performed a group of functions in their daily activities. The functions were exactly the same as the activities related to the ideal inside salesman. The sequence of the questions

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was somewhat scrambled so that the intent of this section would not become too obvious. Weighting by frequency of items in this section was identical to that used in the section on the ideal salesman.

All inside salesmen were asked to rank the five molar dimensions in relation to their inside selling job. In this instance, a molar factor receiving a rating of one was deemed to be most important and a factor receiving a five was considered least important. Some respondents were urged to force rank these items despite their feeling that all factors should be termed most important and rated one. The number of such instances was small.

The third category of questions included selected demographic topics and some opinion questions of general interest to the industry. Both inside and outside salesmen were asked questions relating to their age, sales experience and sources of training. Sales managers were asked questions about their age, the number of men they supervised and their sales experience. Customer questions in this category dealt with their perceptions of their main steel supply source, its inside-outside selling coordination, its image relative to other suppliers and, finally, the personal bond between themselves and the salesmen. At the suggestion of the national trade association, all customers were also asked to give their opinions on women performing the inside selling function.

was somewhat surprised to find the number of letters

would not become too large, in fact

from the

As previously noted, all respondents were guaranteed anonymity. However, customer responses were coded so that a record of responses could be maintained. This was necessary in the event that insufficient replies were forthcoming. Fortunately, no follow-up action was needed to prompt customer replies. Therefore, the identification of specific customer responses proved to be superfluous.

Data Collection

Data collection was primarily done in the field by the researcher. Letters of introduction were written to all companies by the national association prior to company visits. Companies interviewed were located throughout the United States and in accordance with the parameters outlined in Chapter I. In most firms it was possible to obtain full interviews with sales managers and inside salesmen during the initial visit. In a few instances this was not possible and completed forms had to be mailed to the interviewer. Indeed, this very often proved to be the case with field salesmen who, as might be expected, were not in the service center. Each of the fourteen centers supplied the names and addresses of twenty typical customers. These customers were then sent a letter on Michigan State University letterhead asking for their cooperation in the research study (see Exhibit A, Appendix C). In addition to the letter, each customer was sent a pre-coded instrument and a pre-stamped envelope.



A composite summary of the actual interviews obtained in the study may be found in Table III-2. As the data in that table indicate, the number of actual interviews obtained from the total interviews possible was very high in the categories of sales managers, outside salesmen and inside salesmen. The 40 percent of return for customers may be explained on two counts. These were sought by mail and presumably the respondents would have less of a stake in the study.

Conversely, the high internal response rate was prompted by an active interest on the part of firm managers. Such a return rate was imperative due to the limited size of the sample and the intensity of the research investigation within each participating firm.

When the interview forms had been returned, the data were numerically coded and punched on cards for statistical analysis.

Data Analysis

Data analysis was done at three levels of company aggregation. First, each of the participating firms was treated as a separate entity. Second, analysis was done on the typology level which called for the aggregation of data from five basic categories of firms. These firms were similar in several key dimensions. Third, the analysis proceeded on a macro level. In this instance, all respondents of the same general type were viewed in total. For

A comparison of the results of the two studies

in the study may be found

1968

Table III-2. Actual Response Record

Code #	Number of Inside Men		Outside	Mgr.	Usable Customers
	High	Low			
01	1	0	6 (12) ^a	1	9
02	3	1	9 (10)	1	12
03	4	2 (3)	8	1	8
04	7	1	4	1	7
05	3	1	5	1	7
06	1	3	5	1	6
07	8	18	36	1	5
08	4	8	16 (18)	1	10
09	1	1	5	1	8
10	4	2	7 (11)	1	6
11	12	10	19 (22)	1	9
12	3	4	13 (15)	1	13
13	3	2	9 (15)	1	3
14	<u>18</u> (20)	<u>27</u>	<u>45</u> (50)	<u>1</u>	<u>10</u>
Actual returns	72	80	187	14	113
Total possible	75	80	216	14	280 ^b
% competition	97%	99%	87%	100%	40%

^aParentheses indicate number of interviews possible.

^bApproximated.



example, the responses of all highly effective inside salesmen were combined and the mean response value was calculated.

At the firm level, the objective was to seek out any meaningful information which might be of specific operational use to each of the fourteen company participants. In many instances, however, the number of respondents in each class was so small that valid generalizations could not be made. For example, in the extreme instance, one firm had only one inside salesman in the entire company. Management cited this individual as falling into the highly effective inside salesman group. While there was no reason to doubt this categorization of the individual, it remains doubtful whether much statistical reliability could be predicated upon his responses when considered alone.

Statistical analysis was more feasible when the firms were aggregated into the five typologies mentioned earlier. All firms in any typology were similar in size, market environment and breadth of product line. By combining the data derived from similar respondent categories in these similar firms, larger numbers of respondents could be obtained for statistical analysis. In addition this second analysis made it possible for non-participating firms to receive material benefit from any conclusions derived in the study. In other words, upon completion of the study, a typical small steel service center which carries a specialized line in a major market could identify its "type" of

strategic, the responses of all people will be the same
and will continue to be the same.

operation in the study although it did not actually participate. Therefore, this level of analysis was primarily intended to aid the managers of widely varying operations within the industry.

The final level of analysis was macro in nature. In essence, it might be used as a proxy for an analysis at the industry level. In the positive sense it can be argued that such an aggregate analysis traces the general patterns of response for the industry and by doing so it forms a meaningful conceptual schema for all service center managers. The effects of individual firm idiosyncracies are washed out and, hence, the value of any derived generalization is enhanced.

In the negative sense, any macro analysis such as this which combines firms of highly differing characteristics must be critically evaluated. This issue becomes especially important when the relative proportions of the various types of firms in the sample cannot be shown to be typical of the universe from which the sample was drawn. Indeed, this is the case at hand. While all participating firms were chosen with specific selection criteria in mind, the industry mix of operation types may or may not have been exactly duplicated.

In summary, the three level statistical analysis was prompted by a desire to provide specific feedback to the participating firms and useful information to non-participating firms in the industry but also to discover

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any trends common to all firms despite the specific characteristics of their operations.

The primary statistical analysis used throughout the study was significance of difference of means. This analysis is used to determine if the numerical distance between the means of two distributions can or cannot be due to chance alone, given a certain predetermined level of confidence.

In order to analyze the response data by the molar dimensions of effectiveness, the thirty five items relating to ideal and actual behavior of inside salesmen had to be categorized. This was the case for Hypotheses I through VIII. For a specific molar factor and a certain category of respondents such as sales managers, the mean value of all item responses related to that dimension was calculated. Therefore, conditioned by the level of analysis, a number was obtained which represented the numerical average total value of answers given by respondents to the seven items in the given molar dimension. This was done for all categories of respondents and for all five molar dimensions.

The arithmetic means of highly effective, less effective and all inside salesmen in each molar dimension were compared with the means of other respondents such as outside salesmen. The differences between the means of the respective inside salesmen groups and the other respondent groups were then tested for significance and the null hypotheses were either accepted or rejected.

my friends come to all times of their need, and
to the service of their country.

for

11

Hypothesis IX was concerned with total role conflict and its relation to job effectiveness. For this reason, the statistical analysis here was not broken down by the molar dimensions of effectiveness. Instead, for a given level of analysis, the total mean was calculated for inside salesmen on all thirty five items on the ideal behavior scale and the process was repeated for all items on the actual behavior scale. The differences between ideal behavior and actual behavior means were tested for significance. This was done for highly effective, less effective and all inside salesmen to determine if, indeed, any role conflict-job effectiveness relationships were evident.

The next area to be treated in the investigation was the relative emphasis given by inside salesmen to the various aspects of their jobs. As already noted, each inside salesman had ranked the molar factors of effectiveness according to his perception of their relative importance. For each typology and the composite sample these rankings were tabulated for the highly effective and less effective groups. The objective was to develop profiles of both categories of salesmen in terms of their approach to the job. For instance, the study sought to determine if the less effective men concentrated the bulk of their efforts on the technical aspects of their jobs while their highly effective counterparts viewed these aspects as low priority relative to the other molar factors. Again, the typology

Experiments II was conducted with the following conditions:

1. The subject was seated in a comfortable position and the feet were supported by a foot rest. The subject was instructed to maintain a steady breathing pattern throughout the experiment. The subject was instructed to maintain a steady breathing pattern throughout the experiment.

2. The subject was instructed to maintain a steady breathing pattern throughout the experiment.

level of analysis appeared to be the most relevant due to the wide differences in the jobs of the men. However, the composite analysis was performed to detect any characteristics prevalent throughout the industry.

The tabulation of data yielded several matrices which show the relative percentage rankings of each factor by each respondent group. These percentages were then analyzed to determine the modal response patterns. From these, the modal profiles of both highly effective and less effective inside salesmen were developed. These profiles are discussed in Chapter V. That chapter is primarily comparative in nature, focusing upon the major differences in outlook between the two types of salesmen. In addition, it may serve as an aid to the operating sales manager who is directing the efforts of an inside selling group.

level of analysis appeared to be the same between the two

the wide differences in the

response.

CHAPTER IV

INSIDE SALESMAN ROLE ANALYSIS

PRESENTATION OF FINDINGS

In this chapter our concern is with three questions: First, who are the relevant role definers for the inside salesmen? Second, what molar dimensions of effectiveness, if any, correlate with the role definer's expectations? Third, do either role definers or dimensions of effectiveness vary in importance according to the situational demands facing the firm?

With regard to the relevant role definers, we will seek to determine whose role expectations have the greatest bearing on the ultimate effectiveness of the inside salesmen. Are some role definers more important than others? If so, under what conditions? If these significant others can be identified, the inside salesman's activities can be more precisely focused and, thus, his total impact in the market can be increased.

Similarly, if certain molar dimensions of effectiveness can be identified as more important than others, these may be emphasized in the training and development of inside salesmen. It seems entirely possible that the perceived



relative importance of the five molar dimensions may vary among the various categories of role definers. If so, the analysis will focus on these differences in role perception to determine their ultimate impact on the inside salesman.

The situational demands which may affect the relative importance of the role definers and/or molar dimensions include the firm's size, its product line and its market (e.g., major versus minor). If these elements do exert some force, in what way? Information in this area should contribute to a better understanding of the inside selling job.

Overview of the Hypotheses

In Hypotheses I through V the analysis is concerned with the expectations of customers. Customers were asked to specify their expectations of an ideal inside salesman for each of the molar dimensions. These expectations were compared with the inside salesman's actual behavior to determine how well he matched the ideal criteria set by the customer. The analysis then sought to determine if consensus between customer expectations and actual performance was significantly related to high or low effectiveness. The analysis was done both on the industry and typology level.

The hypotheses were tested by assuming that if any factor(s) was crucial to inside sales effectiveness, there would:

1. be significant difference(s) between the customer's idealized expectations of the inside salesman and

relative importance of the various components of the
 system and the various components of the system
 and the various components of the system

the actual performance of the less effective inside salesmen and, conversely,

2. insignificant differences would be noted between the customer's idealized expectations of the inside salesman and the actual performance of highly effective inside salesmen.

Hypotheses VI and VII run somewhat parallel to the investigative vein of the first five hypotheses. However, they are focused on the other parties most immediately involved with the selling act. In addition, the scope of the inquiry is broadened to include the relevance of the inside salesman's idealized expectations of his own role.

Hypothesis VI is concerned with relation of role consensus between inside and outside salesmen and inside sales effectiveness. Each of the five molar dimensions is examined, both on the industry and typology level. The extent of consensus between the inside and outside salesman on an idealized level may be used as a proxy for the clarity of the inside salesman's team role. The extent of consensus between the inside salesman's actual role perception and the outside salesman's idealized role perception merely describes how well the inside man performs according to the outside man's criteria. It may be that both men ideally agree on the inside salesman's team role but for one reason or another the inside man is not able to meet this mutual expectation level. This inability may produce consequent

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WASHINGTON, D. C.

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strains on the team relationship and, hence, weaken the selling effectiveness of one or both parties. In this study, however, we are concerned with this expectational consensus only as it relates to the inside salesman's effectiveness.

In Hypothesis VII the investigation focuses on the role relationship between the inside salesman and the inside sales manager. The testing of the hypothesis is operationalized in exactly the same manner as that of Hypothesis VI. The only difference, of course, lies in the use of the manager's idealized expectations rather than those of the outside salesman as in the former hypothesis. The degree of ideal role consensus between the manager and the inside salesman indicates the extent to which there is a meeting of the minds between the two parties regarding job content. The extent of consensus between the manager's idealized role expectations and the inside salesman's actual perception of his daily role functions may indicate how well or poorly management has been able to capture the essence of the important determinants of inside selling effectiveness. For example, if there is a significant difference between the manager's ideal and the highly effective inside salesman's actual role related activities, we might infer that the manager's expectations are not properly focused. The inside salesman could be doing a good job in spite of his manager. When several firms are aggregated for analysis the presumption, as reflected in the hypothesis, is that role consensus

100-100000

100-100000

100-100000

100-100000

between the sales manager and his inside men is related to their job effectiveness. This relationship may be either positive or negative.

Hypothesis VIII again examines the degree of role consensus between the customer and the inside salesman. The investigation seeks to determine if any relationship exists between the ideal expectation consensus of the parties and inside sales effectiveness. The analysis is basically the same as that of Hypothesis VII. However, the comparison of customer ideal expectations and actual inside salesman performance was the specific area of inquiry in Hypotheses I through V and, therefore, is not repeated.

Hypothesis IX deals with internal role conflicts of the inside salesman and its relationship, if any, to job effectiveness. Again, the analysis was done on the aggregate or industry level and the typology level. The degree of consensus between the inside salesman's ideal and actual roles was measured and the inquiry then attempted to relate this to relative levels of effectiveness.

Research Findings--The Industry

On the industry level all of the hypotheses were tested and rejected. There were no significant differences in role consensus between either the highly effective or less effective group and those individuals assumed to be their relevant role definers. This was the case whether the analysis was confined to the ideal expectations of both

between the sales manager and the sales staff

their job allocation

position

parties or if the comparison was between the ideal role expectations of the significant others and the actual perceptions of the inside salesmen.

This lack of significant differences on the industry or aggregate level may be due to many reasons. However, one plausible argument is that the very heterogeneity of the sample tended to contribute to the absence of any discernible relationships between role consensus or congruity and effectiveness. In other words, some significant differences between the two categories of inside salesmen were buried in the aggregate analysis and may, in fact, have netted each other out. It was precisely for this reason that the typology level analysis was undertaken. The remainder of this chapter deals with the significant findings obtained from that phase of the investigation.

Research Findings--Hypothesis I

Consensus between the customer's ideal role expectations and the salesman's actual behavior with regard to the molar dimension of personality appeared, for the most part, to be unrelated to effectiveness. There was, however, a lone exception to this pattern. As Table IV-1 shows, for the small firm operating in a major market and carrying a general inventory line, there appears to be a highly significant relationship between the effectiveness of the inside salesman and the extent to which he fulfills his customer's expectations with respect to personality. It should be

Article 17 of the Constitution of the United States
provides that the right of the people to be free
from unreasonable searches and seizures shall not be
infringed.

Table IV-1. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis I; Molar Factor: Personality; Typology IV^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	.05
Less effective inside salesmen	.01

^aMajor market; small firm; and general product line.

noted that while there was a lack of role consensus between the highly effective salesman and the customer, the difference was significant at the .05 level. The difference in consensus between the customer and the less effective salesman was greater and significant at the .01 level.

When one considers the type of firm and market context represented by Typology IV, it is relatively easy to speculate why the inside salesman's personality may play a vital role in his ultimate effectiveness. Perhaps, because the firm is small there is a greater likelihood that he will have recurrent contacts with individual customers than if he worked for a larger firm. This continuing interaction may well account for the development of some type of personal bond between the inside man and the customer. Hence, the salesman's personality may play an important role in the

Table IV-1: Customer Perceived Value Proposition and Impact
 Salomon's Annual Sales Performance Analysis
 Major Impact

Company

11

transaction. The customer may seek out a specific inside salesman rather than accepting whoever receives his incoming phone call.

Research Findings--Hypothesis II

Consensus between customer's expectations and the inside salesman's perceived actual level of technical competence appears to be related to effectiveness. The research findings in this area are somewhat mixed. Table IV-2 depicts a large firm in a major market. This firm carries a specialized product line. Contrary to expectations, there is a significant difference in the role consensus between the customer and the highly effective salesman. There is not a significant difference in role consensus between the less effective salesman and the customer. It is difficult to interpret such findings. In light of the specialized nature of the firm's operations, one might expect the customer to demand a high level of technical competence and reward the inside salesman who most closely approximates this ideal. The data do not support this line of reasoning. Therefore, we can merely observe that high role consensus with respect to technical competence is linked to low effectiveness for this particular type of firm.

transmission. The business may have been a separate business
 relation rather than something which was merely
 phone call.

Research Findings--Hypothesis 1

Consistent with the hypothesis, the results showed that

inside salesmen were more likely to be successful in

selling their products than outside salesmen.

The results also showed that inside salesmen were more

likely to be successful in selling their products than

outside salesmen.

Table IV-2. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis II; Molar Factor: Technical Competence; Typology III^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	.05
Less effective inside salesmen	n.s.

^aMajor market; large firm; and specialty product line.

Table IV-3 shows another linking of role consensus and inside sales effectiveness. In this case, the findings indicate that there is a significant difference between the customer's ideal expectations in the realm of technical competence and the less effective salesman's perception of his actual performance. Conversely, there is not a significant difference in consensus between the customer and the highly effective salesman. Therefore, the data suggest that in this particular type of firm, the customer has very definite technical competence expectations of the inside salesman and these must be met if the buying-selling relationship is to be maintained. Similar findings were noted in the case of Typology V firms to which we will now turn our attention.

Table 10-1. Customer Satisfaction and Loyalty

Customer Satisfaction	Customer Loyalty
High	High
Low	Low

Customer Satisfaction and Loyalty

High	High
Low	Low

High	High
Low	Low

Table IV-3. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis II; Molar Factor: Technical Competence; Typology IV^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	n.s.
Less effective inside salesmen	.05

^aMajor market; small firm; and general product line.

Table IV-4 deals with a small firm in a major market. This type of company concentrates in a narrow, specialized product line. Again, we can note a lack of consensus between customers and less effective inside salesmen with regard to the molar dimension of technical competence. In this case, however, the difference is significant at the .01 level. The highly effective salesmen do not differ significantly in their perceived actual role from the customer's idealized expectations.

These latter findings seem to be quite pertinent. The small, specialty line firm operating in the shadow of much larger firms, stakes its competitive existence on its ability to define a certain niche in the market and service this segment with a high level of expertise. Customers come

Table IV-4. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis II; Molar Factor: Technical Competence; Typology V^a

Comparison of Means	Significance
All inside salesmen	.05
Highly effective inside salesmen	n.s.
Less effective inside salesmen	.01

^aMajor market; small firm; and specialty product line.

to recognize that this firm and, in particular, its personnel are better equipped to handle certain orders than are the larger, general line operations. However, with such a reputation the firm incurs an attendant obligation. The customer may rightfully expect a higher level of technical competence from the specialized firm and, hence, his idealized role expectations of its personnel may be very demanding in this molar dimension. In fact it is not difficult to visualize the same customer dealing with multiple steel service centers and having somewhat differing role expectations relative to the technical competence of their inside and field salesmen. The customer may, for instance, expect only an average level of technical competence from the inside salesman of the large, general line service center which is used for standard stock requirements. This could account for the fact that in

Highly eff.	
All inside telephone	
used in house	and telephone

Typology II operations which are large, general line and serve a major market, there appears to be a satisfactory level of consensus in this dimension between customers and both the highly effective and less effective salesmen. In other words, the expectational level of Typology II customers may be easier to satisfy in this molar dimension.

Research Findings--Hypothesis III

Table IV-5 reflects the degree of consensus with regard to customer service orientation between customers and the inside salesmen of Typology IV. The data indicate a significant difference between the customer's expectations and the perceived actual role performance of highly effective salesmen. The less effective group shows a higher level of consensus with the customer's expectations. Although this may at first appear quite unreasonable, there may be a logical reason for such findings.

It seems logical to assume that, given a reasonably competitive environment, most firms and their representatives should maintain a high level of customer service orientation. This is part of the total product-service offering and lack of concern with customer service requirements may pave the way for competitive inroads. It is doubtful if any of the respondents in this study would consider a customer service orientation to be of minimal value to the inside salesman. In addition, the customers interviewed emphatically endorsed the necessity of an inside

Typology II operations which are more complex than those of Typology I, and which involve a major shift in the way of thinking, are more effective in this situation than those of Typology I. The level of effectiveness in this situation between Typology I and Typology II is highly effective and less effective as shown in the following table. The experimental level of Typology II is more effective than that of Typology I. The experimental level of Typology I is more effective than that of Typology II.

Researcher

Table IV-5. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis III; Molar Factor: Customer Service Orientation; Typology IV^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	.05
Less effective inside salesmen	n.s.

^aMajor market; small firm; and general product line.

salesman's customer service orientation. It is not surprising that the customers felt so strongly on this matter. No mention was made of any additional costs to them for high levels of personalized service. Unfortunately, time and cost constraints preclude the luxury of such high levels of customer service. What we are really saying is that when a customer is asked to specify an ideal level of customer service orientation without reference to possible price implications, it would, indeed, be strange if he did not specify some maximum level. In reality, there may be a whole range of tolerable behavior which is acceptable to the customer in this molar dimension. He may, in fact, be willing to sacrifice some personal service on the part of the inside salesman if, for example, the salesman displays an extremely high

Table IV-5. Continued. Estimated Rate Parameters and Tests
 Estimated Rate Parameters
 Rate III, 1950-1959, 1960-1969, 1970-1979, 1980-1989, 1990-1999, 2000-2009, 2010-2019, 2020-2029, 2030-2039, 2040-2049, 2050-2059, 2060-2069, 2070-2079, 2080-2089, 2090-2099, 2100-2109, 2110-2119, 2120-2129, 2130-2139, 2140-2149, 2150-2159, 2160-2169, 2170-2179, 2180-2189, 2190-2199, 2200-2209, 2210-2219, 2220-2229, 2230-2239, 2240-2249, 2250-2259, 2260-2269, 2270-2279, 2280-2289, 2290-2299, 2300-2309, 2310-2319, 2320-2329, 2330-2339, 2340-2349, 2350-2359, 2360-2369, 2370-2379, 2380-2389, 2390-2399, 2400-2409, 2410-2419, 2420-2429, 2430-2439, 2440-2449, 2450-2459, 2460-2469, 2470-2479, 2480-2489, 2490-2499, 2500-2509, 2510-2519, 2520-2529, 2530-2539, 2540-2549, 2550-2559, 2560-2569, 2570-2579, 2580-2589, 2590-2599, 2600-2609, 2610-2619, 2620-2629, 2630-2639, 2640-2649, 2650-2659, 2660-2669, 2670-2679, 2680-2689, 2690-2699, 2700-2709, 2710-2719, 2720-2729, 2730-2739, 2740-2749, 2750-2759, 2760-2769, 2770-2779, 2780-2789, 2790-2799, 2800-2809, 2810-2819, 2820-2829, 2830-2839, 2840-2849, 2850-2859, 2860-2869, 2870-2879, 2880-2889, 2890-2899, 2900-2909, 2910-2919, 2920-2929, 2930-2939, 2940-2949, 2950-2959, 2960-2969, 2970-2979, 2980-2989, 2990-2999, 3000-3009, 3010-3019, 3020-3029, 3030-3039, 3040-3049, 3050-3059, 3060-3069, 3070-3079, 3080-3089, 3090-3099, 3100-3109, 3110-3119, 3120-3129, 3130-3139, 3140-3149, 3150-3159, 3160-3169, 3170-3179, 3180-3189, 3190-3199, 3200-3209, 3210-3219, 3220-3229, 3230-3239, 3240-3249, 3250-3259, 3260-3269, 3270-3279, 3280-3289, 3290-3299, 3300-3309, 3310-3319, 3320-3329, 3330-3339, 3340-3349, 3350-3359, 3360-3369, 3370-3379, 3380-3389, 3390-3399, 3400-3409, 3410-3419, 3420-3429, 3430-3439, 3440-3449, 3450-3459, 3460-3469, 3470-3479, 3480-3489, 3490-3499, 3500-3509, 3510-3519, 3520-3529, 3530-3539, 3540-3549, 3550-3559, 3560-3569, 3570-3579, 3580-3589, 3590-3599, 3600-3609, 3610-3619, 3620-3629, 3630-3639, 3640-3649, 3650-3659, 3660-3669, 3670-3679, 3680-3689, 3690-3699, 3700-3709, 3710-3719, 3720-3729, 3730-3739, 3740-3749, 3750-3759, 3760-3769, 3770-3779, 3780-3789, 3790-3799, 3800-3809, 3810-3819, 3820-3829, 3830-3839, 3840-3849, 3850-3859, 3860-3869, 3870-3879, 3880-3889, 3890-3899, 3900-3909, 3910-3919, 3920-3929, 3930-3939, 3940-3949, 3950-3959, 3960-3969, 3970-3979, 3980-3989, 3990-3999, 4000-4009, 4010-4019, 4020-4029, 4030-4039, 4040-4049, 4050-4059, 4060-4069, 4070-4079, 4080-4089, 4090-4099, 4100-4109, 4110-4119, 4120-4129, 4130-4139, 4140-4149, 4150-4159, 4160-4169, 4170-4179, 4180-4189, 4190-4199, 4200-4209, 4210-4219, 4220-4229, 4230-4239, 4240-4249, 4250-4259, 4260-4269, 4270-4279, 4280-4289, 4290-4299, 4300-4309, 4310-4319, 4320-4329, 4330-4339, 4340-4349, 4350-4359, 4360-4369, 4370-4379, 4380-4389, 4390-4399, 4400-4409, 4410-4419, 4420-4429, 4430-4439, 4440-4449, 4450-4459, 4460-4469, 4470-4479, 4480-4489, 4490-4499, 4500-4509, 4510-4519, 4520-4529, 4530-4539, 4540-4549, 4550-4559, 4560-4569, 4570-4579, 4580-4589, 4590-4599, 4600-4609, 4610-4619, 4620-4629, 4630-4639, 4640-4649, 4650-4659, 4660-4669, 4670-4679, 4680-4689, 4690-4699, 4700-4709, 4710-4719, 4720-4729, 4730-4739, 4740-4749, 4750-4759, 4760-4769, 4770-4779, 4780-4789, 4790-4799, 4800-4809, 4810-4819, 4820-4829, 4830-4839, 4840-4849, 4850-4859, 4860-4869, 4870-4879, 4880-4889, 4890-4899, 4900-4909, 4910-4919, 4920-4929, 4930-4939, 4940-4949, 4950-4959, 4960-4969, 4970-4979, 4980-4989, 4990-4999, 5000-5009, 5010-5019, 5020-5029, 5030-5039, 5040-5049, 5050-5059, 5060-5069, 5070-5079, 5080-5089, 5090-5099, 5100-5109, 5110-5119, 5120-5129, 5130-5139, 5140-5149, 5150-5159, 5160-5169, 5170-5179, 5180-5189, 5190-5199, 5200-5209, 5210-5219, 5220-5229, 5230-5239, 5240-5249, 5250-5259, 5260-5269, 5270-5279, 5280-5289, 5290-5299, 5300-5309, 5310-5319, 5320-5329, 5330-5339, 5340-5349, 5350-5359, 5360-5369, 5370-5379, 5380-5389, 5390-5399, 5400-5409, 5410-5419, 5420-5429, 5430-5439, 5440-5449, 5450-5459, 5460-5469, 5470-5479, 5480-5489, 5490-5499, 5500-5509, 5510-5519, 5520-5529, 5530-5539, 5540-5549, 5550-5559, 5560-5569, 5570-5579, 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12420-12429, 12430-12439, 12440-12449, 12450-12459, 12460-12469, 12470-12479, 12480-12489, 12490-12499, 12500-12509, 12510-12519, 12520-12529, 12530-12539, 12540-12549, 12550-12559, 12560-12569, 12570-12579, 12580-12589, 12590-12599, 12600-12609, 12610-12619, 12620-12629, 12630-12639, 126

level of technical competence. This line of reasoning may be pursued further by examining the data from another typology regarding this molar dimension.

Table IV-6 shows that both highly effective and less effective inside salesmen differ significantly in their actual role perception from the customer's ideal expectation regarding service orientation. Both differences are, in fact, significant at the .01 level.

Table IV-6. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis III; Molar Factor: Customer Service Orientation; Typology V^a

Comparison of Means	Significance
All inside salesmen	.05
Highly effective inside salesmen	.01
Less effective inside salesmen	.01

^aMajor market; small firm; and specialty product line.

level of technical competence. This line of research may be pursued further by examining the effect of technical competence on the effectiveness of the communication process.

Table II-6 shows that both highly effective and less effective inside salesmen differ significantly in their actual role perception from the outside salesmen. This finding regarding the role perception of inside and outside salesmen is consistent with the findings of previous research.

Table II-7

There are many ways in which one may interpret the preceding data. It may be, for instance, that in Typology V firms customer service orientation is not as critical a dimension as are the other molar dimensions. Therefore, the customers who deal with such firms are willing to severely compromise their service expectations in order to gain other advantages such as the depth of product line that is offered to them.

Another plausible explanation may be offered in the vein of our former pattern of reasoning. Customer service orientation may well be as important a molar dimension in Typology V firms as in any other firms. But, there may be a range of disaccommodation which the customer is willing to accept without any noticeable affect on his purchase behavior. However, if he is asked to compromise his ideal expectations beyond a certain point, he may, indeed materially reflect his displeasure in the form of decreased orders. Table IV-6 may simply reflect the fact that the less effective inside salesmen have passed beyond the customers' tolerable range of compromise while the highly effective group is still within this range.

Research Findings--Hypothesis IV

The findings shown in Table IV-7 relate to the molar dimension of sales initiative. They indicate a highly significant difference between customer expectations and the less effective salesman's perception of his own actual

Table IV-7. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis IV; Molar Factor: Sales Initiative; Typology IV^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	n.s.
Less effective inside salesmen	.01

^aMajor market; small firm; and general product line.

behavior. These findings pertain to Typology IV. It should be noted that this does not mean that the less effective group lacked sales initiative but, merely, that there was a significant lack of consensus between them and their customers regarding this molar dimension.

There may be reason to believe, in fact, that customers' ideal expectations tend to favor a low level of sales initiative on the part of the inside salesman. The line between high sales initiative and "hard sell" is sometimes a blurry one. If this is the case, then the salesman who exhibits a high level of sales initiative may not fulfill his ideal role as perceived by the customer. This may be the case when the customer views the field salesman as the selling agent of the firm and the inside salesman as

Table IV-7. Comparison of the results of the two methods of analysis. The results are given in terms of the percentage of the total sample which is in the various size fractions. The results are given in terms of the percentage of the total sample which is in the various size fractions.

Size Fraction	Method 1 (%)	Method 2 (%)
Less than 0.075 mm	10.0	10.0
0.075 to 0.150 mm	10.0	10.0
0.150 to 0.300 mm	10.0	10.0
0.300 to 0.600 mm	10.0	10.0
0.600 to 1.200 mm	10.0	10.0
1.200 to 2.400 mm	10.0	10.0
2.400 to 4.800 mm	10.0	10.0
4.800 to 9.600 mm	10.0	10.0
9.600 to 19.200 mm	10.0	10.0
19.200 to 38.400 mm	10.0	10.0
38.400 to 76.800 mm	10.0	10.0
76.800 to 153.600 mm	10.0	10.0
153.600 to 307.200 mm	10.0	10.0
307.200 to 614.400 mm	10.0	10.0
614.400 to 1228.800 mm	10.0	10.0
1228.800 to 2457.600 mm	10.0	10.0
2457.600 to 4915.200 mm	10.0	10.0
4915.200 to 9830.400 mm	10.0	10.0
9830.400 to 19660.800 mm	10.0	10.0
19660.800 to 39321.600 mm	10.0	10.0
39321.600 to 78643.200 mm	10.0	10.0
78643.200 to 157286.400 mm	10.0	10.0
157286.400 to 314572.800 mm	10.0	10.0
314572.800 to 629145.600 mm	10.0	10.0
629145.600 to 1258291.200 mm	10.0	10.0
1258291.200 to 2516582.400 mm	10.0	10.0
2516582.400 to 5033164.800 mm	10.0	10.0
5033164.800 to 10066329.600 mm	10.0	10.0
10066329.600 to 20132659.200 mm	10.0	10.0
20132659.200 to 40265318.400 mm	10.0	10.0
40265318.400 to 80530636.800 mm	10.0	10.0
80530636.800 to 161061273.600 mm	10.0	10.0
161061273.600 to 322122547.200 mm	10.0	10.0
322122547.200 to 644245094.400 mm	10.0	10.0
644245094.400 to 1288490188.800 mm	10.0	10.0
1288490188.800 to 2576980377.600 mm	10.0	10.0
2576980377.600 to 5153960755.200 mm	10.0	10.0
5153960755.200 to 10307921510.400 mm	10.0	10.0
10307921510.400 to 20615843020.800 mm	10.0	10.0
20615843020.800 to 41231686041.600 mm	10.0	10.0
41231686041.600 to 82463372083.200 mm	10.0	10.0
82463372083.200 to 164926744166.400 mm	10.0	10.0
164926744166.400 to 329853488332.800 mm	10.0	10.0
329853488332.800 to 659706976665.600 mm	10.0	10.0
659706976665.600 to 1319413953331.200 mm	10.0	10.0
1319413953331.200 to 2638827906662.400 mm	10.0	10.0
2638827906662.400 to 5277655813324.800 mm	10.0	10.0
5277655813324.800 to 10555311626649.600 mm	10.0	10.0
10555311626649.600 to 21110623253299.200 mm	10.0	10.0
21110623253299.200 to 42221246506598.400 mm	10.0	10.0
42221246506598.400 to 84442493013196.800 mm	10.0	10.0
84442493013196.800 to 168884986026393.600 mm	10.0	10.0
168884986026393.600 to 337769972052787.200 mm	10.0	10.0
337769972052787.200 to 675539944105574.400 mm	10.0	10.0
675539944105574.400 to 1351079888211148.800 mm	10.0	10.0
1351079888211148.800 to 2702159776422297.600 mm	10.0	10.0
2702159776422297.600 to 5404319552844595.200 mm	10.0	10.0
5404319552844595.200 to 10808639105689190.400 mm	10.0	10.0
10808639105689190.400 to 21617278211378380.800 mm	10.0	10.0
21617278211378380.800 to 43234556422756761.600 mm	10.0	10.0
43234556422756761.600 to 86469112845513523.200 mm	10.0	10.0
86469112845513523.200 to 172938225691027046.400 mm	10.0	10.0
172938225691027046.400 to 345876451382054092.800 mm	10.0	10.0
345876451382054092.800 to 691752902764108185.600 mm	10.0	10.0
691752902764108185.600 to 1383505805528216371.200 mm	10.0	10.0
1383505805528216371.200 to 2767011611056432742.400 mm	10.0	10.0
2767011611056432742.400 to 5534023222112865484.800 mm	10.0	10.0
5534023222112865484.800 to 11068046444225730969.600 mm	10.0	10.0
11068046444225730969.600 to 22136092888451461939.200 mm	10.0	10.0
22136092888451461939.200 to 44272185776902923878.400 mm	10.0	10.0
44272185776902923878.400 to 88544371553805847756.800 mm	10.0	10.0
88544371553805847756.800 to 177088743107611695513.600 mm	10.0	10.0
177088743107611695513.600 to 354177486215223391027.200 mm	10.0	10.0
354177486215223391027.200 to 708354972430446782054.400 mm	10.0	10.0
708354972430446782054.400 to 1416709944860893564108.800 mm	10.0	10.0
1416709944860893564108.800 to 2833419889721787128217.600 mm	10.0	10.0
2833419889721787128217.600 to 5666839779443574256435.200 mm	10.0	10.0
5666839779443574256435.200 to 11333679558887148512870.400 mm	10.0	10.0
11333679558887148512870.400 to 22667359117774297025740.800 mm	10.0	10.0
22667359117774297025740.800 to 45334718235548594051481.600 mm	10.0	10.0
45334718235548594051481.600 to 90669436471097188102963.200 mm	10.0	10.0
90669436471097188102963.200 to 181338872942194376205926.400 mm	10.0	10.0
181338872942194376205926.400 to 362677745884388752411852.800 mm	10.0	10.0
362677745884388752411852.800 to 725355491768777504823705.600 mm	10.0	10.0
725355491768777504823705.600 to 1450710983537555009647411.200 mm	10.0	10.0
1450710983537555009647411.200 to 2901421967075110019294822.400 mm	10.0	10.0
2901421967075110019294822.400 to 5802843934150220038589644.800 mm	10.0	10.0
5802843934150220038589644.800 to 11605687868300440077179289.600 mm	10.0	10.0
11605687868300440077179289.600 to 23211375736600880154358579.200 mm	10.0	10.0
23211375736600880154358579.200 to 46422751473201760308717158.400 mm	10.0	10.0
46422751473201760308717158.400 to 92845502946403520617434316.800 mm	10.0	10.0
92845502946403520617434316.800 to 185691005892807041234868633.600 mm	10.0	10.0
185691005892807041234868633.600 to 371382011785614082469737267.200 mm	10.0	10.0
371382011785614082469737267.200 to 742764023571228164939474534.400 mm	10.0	10.0
742764023571228164939474534.400 to 1485528047142456329878949068.800 mm	10.0	10.0
1485528047142456329878949068.800 to 2971056094284912659757898137.600 mm	10.0	10.0
2971056094284912659757898137.600 to 5942112188569825319515796275.200 mm	10.0	10.0
5942112188569825319515796275.200 to 11884224377139650639031592550.400 mm	10.0	10.0
11884224377139650639031592550.400 to 23768448754279301278063185100.800 mm	10.0	10.0
23768448754279301278063185100.800 to 47536897508558602556126370201.600 mm	10.0	10.0
47536897508558602556126370201.600 to 95073795017117205112252740403.200 mm	10.0	10.0
95073795017117205112252740403.200 to 190147590034234410224505480806.400 mm	10.0	10.0
190147590034234410224505480806.400 to 380295180068468820449010961612.800 mm	10.0	10.0
380295180068468820449010961612.800 to 760590360136937640898021923225.600 mm	10.0	10.0
760590360136937640898021923225.600 to 1521180720273875281796043846451.200 mm	10.0	10.0
1521180720273875281796043846451.200 to 3042361440547750563592087692902.400 mm	10.0	10.0
3042361440547750563592087692902.400 to 6084722881095501127184175385804.800 mm	10.0	10.0
6084722881095501127184175385804.800 to 12169445762191002254368350771609.600 mm	10.0	10.0
12169445762191002254368350771609.600 to 24338891524382004508736701543219.200 mm	10.0	10.0
24338891524382004508736701543219.200 to 48677783048764009017473403086438.400 mm	10.0	10.0
48677783048764009017473403086438.400 to 97355566097528018034946806172876.800 mm	10.0	10.0
97355566097528018034946806172876.800 to 194711132195056036069893612345753.600 mm	10.0	10.0
194711132195056036069893612345753.600 to 389422264390112072139787224691507.200 mm	10.0	10.0
389422264390112072139787224691507.200 to 778844528780224144279574449383014.400 mm	10.0	10.0
778844528780224144279574449383014.400 to 1557689057560448288559148898766028.800 mm	10.0	10.0
1557689057560448288559148898766028.800 to 3115378115120896577118297797532057.600 mm	10.0	10.0
3115378115120896577118297797532057.600 to 6230756230241793154236595595064115.200 mm	10.0	10.0
6230756230241793154236595595064115.200 to 12461512460483586308473191190128230.400 mm	10.0	10.0
12461512460483586308473191190128230.400 to 24923024920967172616946382380256460.800 mm	10.0	10.0
24923024920967172616946382380256460.800 to 49846049841934345233892764760512921.600 mm	10.0	10.0
49846049841934345233892764760512921.600 to 99692099683868690467785529521025843.200 mm	10.0	10.0
99692099683868690467785529521025843.200 to 199384199367737380935571059042051686.400 mm	10.0	10.0
199384199367737380935571059042051686.400 to 398768398735474761871142118084103372.800 mm	10.0	10.0
398768398735474761871142118084103372.800 to 797536797470949523742284236168206745.600 mm	10.0	10.0
797536797470949523742284236168206745.600 to 1595073594941899047484568472336413491.200 mm	10.0	10.0
1595073594941899047484568472336413491.200 to 3190147189883798094969136944672826982.400 mm	10.0	10.0
3190147189883798094969136944672826982.400 to 6380294379767596189938273889345653964.800 mm	10.0	10.0
6380294379767596189938273889345653964.800 to 12760588759535192379876547778691307929.600 mm	10.0	10.0
12760588759535192379876547778691307929.600 to 25521177519070384759753095557382615859.200 mm	10.0	10.0
25521177519070384759753095557382615859.200 to 51042355038140769519506191114765231718.400 mm	10.0	10.0
51042355038140769519506191114765231718.400 to 102084710076281539039012382229530463436.800 mm	10.0	10.0
102084710076281539039012382229530463436.800 to 204169420152563078078024764459060926873.600 mm	10.0	10.0
204169420152563078078024764459060926873.600 to 408338840305126156156049528918121853747.200 mm	10.0	10.0
408338840305126156156049528918121853747.200 to 816677680610252312312099057836243707494.400 mm	10.0	10.0
816677680610252312312099057836243707494.400 to 1633355361220504624624198115672487414988.800 mm	10.0	10.0
1633355361220504624624198115672487414988.800 to 3266710722441009249248396231344974829977.600 mm	10.0	10.0
3266710722441009249248396231344974829977.600 to 6533421444882018498496792462689949659955.200 mm	10.0	10.0
6533421444882018498496792462689949659955.200 to 13066842889764036996993584925379899319910.400 mm	10.0	10.0
13066842889764036996993584925379899319910.400 to 26133685779528073993987169850759798639820.800 mm	10.0	10.0
26133685779528073993987169850759798639820.800 to 52267371559056147987974339701519597279641.600 mm	10.0	10.0
52267371559056147987974339701519597279641.600 to 104534743118112295975948679403039194559283.200 mm	10.0	10.0
104534743118112295975948679403039194559283.200 to 209069486236224591951897358806078389118566.400 mm	10.0	10.0
209069486236224591951897358806078389118566.400 to 418138972472449183903794717612156778237132.800 mm	10.0	10.0
418138972472449183903794717612156778237132.800 to 836277944944898367807589435224313556474265.600 mm	10.0	10.0
836277944944898367807589435224313556474265.600 to 1672555889889796735615178870448627112948531.200 mm	10.0	10.0
1672555889889796735615178870448627112948531.200 to 3345111779779593471230357740897254225897062.400 mm	10.0	10.0
3345111779779593471230357740897254225897062.400 to 6690223559559186942460715481794508451794124.800 mm	10.0	10.0
6690223559559186942460715481794508451794124.800 to 13380447119118373884921430963589016903588249.600 mm	10.0	10.0
13380447119118373884921430963589016903588249.600 to 26760894238236747769842861927178033807176499.200 mm	10.0	10.0
26760894238236747769842861927178033807176499.200 to 53521788476473495539685723854356067614352998.400 mm	10.0	10.0

primarily a technical advisor or even a friend. Therefore, we cannot infer by these findings that high effectiveness, for instance, is linked to high levels of sales initiative.

The findings reflected in Table IV-8 for Typology V are similar to those just discussed for Typology IV. In this instance, both highly effective and less effective inside salesmen differ significantly in perceived actual role from the customer's ideal role. The level of significance in the case of the less effective group is much higher than that of the highly effective group. One may also note from this table that when the actual role perception of all inside salesmen was compared to the customer ideal, the difference was significant at the .01 level.

Table IV-8. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis IV; Molar Factor: Sales Initiative; Typology V^a

Comparison of Means	Significance
All inside salesmen	.01
Highly effective inside salesmen	.05
Less effective inside salesmen	.01

^aMajor market; small firm; and specialty product line.

originally a technical article written by a friend of mine
we cannot later on the same day
for the same reason

The level of significance for the highly effective group was .05. Therefore, although there was not a high level of role consensus between customers and the highly effective group, it was high in a relative sense.

Research Findings--Hypothesis V

Table IV-9 pertains to the molar dimension of efficiency or self management. As in the previous discussions, the data reflect the significance of the divergence from consensus between customers and inside salesmen. The data relate specifically to Typology IV. Again one can note a significant difference between the customer's ideal role expectations and the perceived actual role of the less effective inside salesmen. There is no significant difference when the same comparison is made between customers and

Table IV-9. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis V;
Molar Factor: Efficiency (Self Management);
Typology IV^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	n.a.
Less effective inside salesmen	.05

^aMajor market; small firm; and general product line.

The level of significance for the hypothesis test was .05. Therefore, although there is some

highly effective inside salesmen. This may suggest that, within Typology IV, consensus between customers and inside salesmen on this factor is linked to effectiveness. This conforms with the original hypothesis.

The data in Table IV-10 reveal quite different findings. It appears that in small, specialized firms operating in major markets, it is the highly effective salesmen who differ significantly from customer's expectations regarding efficiency. This may at first seem to be a paradox in light of the previous findings. However, there may be an explanation which is reasonable and yet does not contradict the discussion related to Typology IV. It is possible that due to the specialized product line carried by the firms in Typology V, their customer's expectations in, for example, the molar dimension of technical competence are very high. In fact, the findings pertaining to Hypothesis II would lend support to this assumption. If this is the case we might find both the less effective and highly effective salesmen meeting the customer's ideal expectations in two different dimensions. The customer may be rewarding those salesmen of demonstrated high technical competence to the relative disadvantage of the salesman who "runs a clean desk." Because of time constraints on the inside man it may be very difficult to meet customer ideal expectations in both molar dimensions and, consequently, the technically competent individual may not excel in efficiency or self management.

1. The first factor is the degree of the

Agreement with the original: 100%

Table IV-10. Customer Idealized Role Perception and Inside Salesman's Actual Role Perception; Hypothesis V; Molar Factor: Efficiency (Self Management); Typology V^a

Comparison of Means	Significance
All inside salesmen	n.s.
Highly effective inside salesmen	.05
Less effective inside salesmen	n.s.

^aMajor market; small firm; and specialty product line.

The whole question of the relative priority given to the various molar dimensions by both the less effective and highly effective salesmen is discussed in Chapter V. Suffice it to say, that the findings shown in Table IV-10 may reflect the priority schemes of both the customers and inside salesmen.

Research Findings--Hypothesis VI

As indicated earlier the analysis of role consensus between inside salesmen and their significant others was done on two levels. In the first instance the ideal perceptions of the role definers were computed with the actual perception of the inside salesmen and then the ideal expectations of both parties were compared. Hence, for this

hypothesis, Tables IV-11 through IV-14 represent the findings of first method of analysis and Tables IV-15 through IV-17 show the results of the latter method. In all cases, the inside salesman is being compared with the outside salesman.

Table IV-11 relates to the small firm serving a minor market with a general product line. The findings indicate that in two molar dimensions, personality and sales initiative, there was a significant difference between the idealized expectations of the outside salesmen and the actual role perceptions of the inside salesmen. There were no molar factors which showed significant difference in consensus between the outside salesmen and the highly effective inside salesmen.

These findings would seem to be quite logical. In particular, the personality dimension of the inside salesman's activities might play a more important role in this type of operation than in a larger firm operating in a major market. In the small, minor market firm, it is very likely that both the outside and inside salesmen are identified by customers as specific personalities rather than impersonal agents of a supplier. This may be good or bad. The more personalized nature of the relationship may prove detrimental if, for instance, there is a direct personality clash between the customer and salesman. Even personality clashes between inside and outside salesmen are more discernible in

Hypothese, Table IV-12: ...

... ..

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...

Table IV-11. Role Perception: Outside Salesman Ideal-
Inside Salesman Actual; Hypothesis VI;
Typology I^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.

^aMinor market; small firm; and general product line.



the more closed environment. If, for instance, the outside salesman's ideal expectations are quite different from the actual personality characteristics displayed by the inside man, the gap may well lead to friction between the two. The outside man may feel that the personal rapport he has developed with customers is effectively negated by his internal counterpart. If the customer perceives friction between the two members, sales effectiveness may be impaired.

The findings of IV-11 may be interpreted in another way. If there is a significant consensus gap between the outside men and certain inside men in any molar area, the outside men may purposefully channel their customers away from these specific inside salesmen. This may simply be accomplished by telling the customer to always ask for certain people or even never to order anything through certain others. This was, indeed, observed to be a common practice in many of the firms contacted during the data collection phase of the investigation. In one instance, an outside salesman had informally teamed with an inside salesman who was working on straight salary. Privately, the outside man was compensating his inside "team mate" on a commission basis. Although this relationship was the exception, many inside and outside "teams" made joint calls on customers at regular intervals. Therefore, the data of IV-11 may reflect a conscious selection process by the outside salesmen and nothing more.

THE MORE DIVERSE AND COMPLEX THE SOCIETY, THE MORE DIFFICULT IS THE TASK OF THE GOVERNMENT.

THE GOVERNMENT MUST BE ABLE TO DEAL WITH THE MOST COMPLEX SITUATIONS.

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The data of Table IV-12 relate to large firms serving major markets with a specialized product line. The data show that highly effective inside salesmen within this typology differ significantly in their actual technical competence from the expectations of the outside salesmen. This is the only molar factor which shows a significant consensus gap between outside salesmen and either category of inside salesmen.

One possible interpretation of these results may rest on the relative standards of outside and highly effective inside salesmen. As in other instances, we might assume that firms operating with a specialized product line generate high customer expectations regarding the technical competence of their inside salesmen. This assumption is in accord with the findings related to Hypothesis II. The outside salesmen of Typology III may have a low level of idealized expectaions relative to the actual level of technical competence displayed by the highly effective inside salesman and desired by the customer. As long as the inside man is meeting the technical competence expectations of the customer, it may be superfluous if he achieves consensus with the outside salesman on this factor. Again it should be reemphasized that the customer may view the outside man as the selling agent and the inside man as a technical problem solver.

The data of Table I are shown in Table II.

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Table IV-12. Role Perception: Outside Salesman Ideal-
Inside Salesman Actual; Hypothesis VI;
Typology III^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.

^aMajor market; large firm; and specialty product line.



The data in Table IV-13 relate to firms included in Typology IV. Viewed as a whole they show that highly effective inside salesmen display a higher degree of consensus with the idealized expectations of the field salesmen than do the less effective inside salesmen. This is true for all molar dimensions with the exception of customer service orientation. For that dimension both the highly effective and less effective groups' actual role perception differ significantly from the outside salesmen's expectations but the significance of the difference is slightly higher in the case of the highly effective salesmen. This, perhaps, is the result of the highly effective salesmen's activities in other molar areas of importance to the customer. The findings do show a link between inside-outside salesman role consensus and inside salesman effectiveness in this type of firm.

Table IV-14 is concerned with small, specialized firms operating in major markets. The positive relationship between inside-outside salesmen's high role consensus and inside sales effectiveness is basically the same as was noted in the case of Typology IV, namely, a higher degree of ideal role consensus between outside salesmen and the highly effective group than between the outside salesmen and the less effective group. In addition, there is one point that should be noted. The molar factor of technical competence again appears to be a major discriminating factor between less effective and highly effective inside salesmen.

The data in Table IV are presented in Table IV.

Typology IV. Summary of

the results of the

Table IV-13. Role Perception: Outside Salesman Ideal-
Inside Salesman Actual; Hypothesis VI;
Typology IV^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	.05
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	.01
Technical competence	.05
Customer service orientation	.05
Sales initiative	.01
Efficiency (self management)	.05

^aMajor market; small firm; and general product line.



Table IV-14. Role Perception: Outside Salesman Ideal-
Inside Salesman Actual; Hypothesis VI;
Typology V^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.01
Customer service orientation	.01
Sales initiative	.01
Efficiency (self management)	n.s.

^aMajor market; small firm; and specialty product line.



The less effective group members do show a significant difference between their actual role perceptions and the idealized expectations of the field salesman. This finding is contrary that shown in Table IV-12 for Typology III firms. As noted, both firms deal in a specialized product line and, hence, may require a higher degree of technical competence on the part of their internal sales force. The seemingly contradictory findings related to this molar dimension may be due to extraneous factors particular to one or both typologies.

When the ideal role expectations of both inside and outside salesmen were compared for Typology I, the findings again indicate that less effective and highly effective inside salesmen view their jobs differently. As Table IV-15 shows, there was a significant lack of ideal consensus between the less effective group and the outside salesmen in two molar dimensions. Those areas were customer service orientation and sales initiative. There were no significant differences between the ideal role expectations of outside salesmen and the highly effective group.

It is interesting to observe one similarity between Table IV-15 and Table IV-11. The latter table also dealt with Typology I but was focused on the actual role perceptions of the inside salesmen rather than their ideal expectations. In both instances there was a significant difference between the less effective group and the outside

The less effective group worked at home and had

different behavior and

thoughts.

Table IV-15. Role Perception: Outside Salesman Ideal-
 Inside Salesman Ideal; Hypothesis VI;
 Typology I^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.

^aMinor market; small firm; and general product line.



salesmen in the molar dimension of sales initiative. This points to a potential area of friction between these two groups. It may indicate that the less effective group is not meeting the expectations of the field selling force for reasons other than ability to perform. The less effective inside group may simply view the area of sales initiative as it pertains to them in a highly different light from that of the field salesmen. This may simply indicate the need for a more active dialogue between the two. Perhaps, remedial action by management may be appropriate if the consensus gap is to be narrowed in this molar dimension. Such action may be as fundamental as individual conferences with the less effective performers regarding the role of sales initiative in their daily activities.

The data in Table IV-16 related to Typology IV are difficult to interpret. They show a significant difference between the ideal role expectations of outside salesmen and highly effective inside salesmen in the molar dimension of sales initiative. In addition, there is a significant difference between the ideal role expectations of outside salesmen and less effective inside salesmen in the molar dimension of technical competence. In both instances there had been similar significant differences present when comparisons were made between the outside salesman's ideal role expectations and the actual role perceptions of these molar areas by both inside sales groups. Those data are shown in Table IV-13. Note in that table that although the highly

reference in the notes concerning the subject of the

points to a collection of

notes

and

of

Table IV-16. Role Perception: Outside Salesman Ideal-
Inside Salesman Ideal; Hypothesis VI;
Typology IV^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.

^aMajor market; small firm; and general product line.



effective group evidenced a significant consensus gap between itself and the outside salesmen in the area of sales initiative, the same gap for the less effective group was even larger.

As Table IV-16 shows the less effective group, on an ideal level, reached a higher degree of consensus with the outside salesmen regarding sales initiative. The highly effective group displayed almost the same consensus gap on the ideal level as on the actual level. Consensus on this factor did not seem to account for sales effectiveness or, perhaps, was being over balanced by another molar factor. This latter explanation appears plausible in light of the data. The less effective group showed a significant consensus gap, both actually and ideally in the area of technical competence while the highly effective group did not. This appears to lend credence to the assumption that, within this typology, role consensus is imperative between inside and outside men regarding technical competence.

Table IV-17 presents an interesting example of the contrast that sometimes is evident between an individual's self perceived role behavior and his idealized expectations of his own role. Specifically, in the case of the less effective inside salesmen, Table IV-17 shows that on an idealized level there is a relatively high degree of role consensus between this group and the outside salesmen.

effective group evidenced a significant decrease in

between Israeli and the Arab

relationships.

was

Table IV-17. Role Perception: Outside Salesman Ideal-
Inside Salesman Ideal; Hypothesis VI;
Typology V^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	n.s.
Efficiency (self management)	n.s.

^aMajor market; small firm; and specialty product line.



It is, indeed, a much higher degree of ideal consensus than exists between the highly effective group and the outside salesmen.

However, if one refers to Table IV-14 which deals with the same typology and the same respondents, a much different picture comes into focus. That table relates the outside salesmen's ideal expectations to the inside salesmen's perception of their own actual behavior. It shows that there is a great gap between the less effective salesmen's performance and the outside salesmen's expectations of them. It is greater than the gap between the highly effective group and the outside salesmen.

What should be noted is that the less effective group, by and large, know what is expected of them as inside salesmen. For some reason, they cannot or will not perform to those expectations. This may indicate the need for further training to sharpen skills or the development of better incentive systems to increase personal motivation. If either alternative holds the key, such remedial action by management may produce gratifying results. In an economic vein, one might expect an increase in the general level of inside sales effectiveness leading to increased profits. If, in addition, the less effective group can be trained to approximate more closely their idealized role, any sense of personal frustration created by the gap should be diminished.

10. The following is a list of the names of the persons who have been

admitted to the membership of the

association.

Research Findings--Hypothesis VII

As previously noted the analysis of role consensus between the sales managers and inside salesmen was performed in two ways. First, the manager's ideal expectations were compared with the actual perceptions of the inside men. Tables IV-18 through IV-21 are pertinent to that analysis. Ideal role consensus between the managers and the inside men are dealt with in Tables IV-22 through IV-24.

Table IV-18 relates to small, general line firms in minor markets. It shows that both less effective and highly effective inside salesmen's actual perception significantly differs from the ideal expectations of their managers regarding sales initiative. This finding is not difficult to understand. It may result from two basic underlying causes. First, a primary responsibility of any sales manager is to motivate his men to try harder. This is often equated to showing more aggressiveness and sales initiative. Therefore, it is not strange to note the consensus gap in this molar area.

Secondly, the majority of all sales managers interviewed had either been successful inside or outside salesmen or both. In conversations with these men it was evident that they felt that a very major part of their success was attributable to the sales initiative they had shown. They were, in turn, imputing these values to their ideal inside salesmen. Perhaps, both the less effective and highly effective groups were not as strongly convinced that sales initiative

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Table IV-18. Role Perception: Manager Ideal-Inside
Salesman Actual; Hypothesis VII; Typology I^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.

^aMinor market; small firm; and general product line.



was quite that vital. Parenthetically it seems appropriate to note also, that it is often easier to prescribe the correct action than it is to achieve it. This is especially true in the face of conflicting demands for time and energy.

Another interesting finding can be noted in Table IV-18. There is a significant difference between the less effective group's actual role perception and the sales managers' ideal expectations in the molar dimension of technical competence. There is not a similar difference to be noted when comparing the highly effective group with the sales managers.

This finding is not uncommon when viewed in light of our earlier analyses which dealt with consensus between inside salesmen, outside salesmen and customers. Lack of consensus between the less effective salesmen and their significant others in this molar dimension is a recurrent theme.

In view of this last observation, the data shown in Table IV-19 appear to be partially contradictory. Specifically, in that table both the less effective and highly effective inside salesmen display similar consensus gaps from the managers' ideal expectations in the molar dimensions of personality and efficiency or self management. The highly effective group, however, shows a significant difference between their actual role perceptions and the manager's ideal role expectations in the molar dimension of technical competence. There is no similar difference to be noted when

was quite that wild. I remember
to have seen, that I had
corrected several of the
lines of the manuscript.

Table IV-19. Role Perception: Manager Ideal-Inside
Salesman Actual; Hypothesis VII; Typology III^a

Comparison of Means	Significance
All inside salesmen:	
Personality	.01
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05
Highly effective inside salesmen:	
Personality	.01
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05
Less effective inside salesmen:	
Personality	.01
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05

^aMajor market; large firm; and specialty product line.



the same comparison is made between the less effective inside salesmen and the managers. These findings do not agree with many of our previous observations. All that can be inferred from our data, however, is that there is or is not a significant difference in consensus between the two groups in this dimension. It is possible but, perhaps, unlikely that within this typology the highly effective group displays a much higher level of technical competence than their managers ideally expect of them. Further, if this is the case, their high effectiveness may reflect the material approval of the customer. Hence, one cannot infer that a group is failing to meet the high level of another group's expectations from the data.

Relating these findings to our basic hypothesis regarding role consensus and effectiveness, however, one would note that there appears to be an inverse relationship between role consensus and effectiveness present here.

In Table IV-20, technical competence is again seen to be an area of significant difference between less effective inside salesmen and managers. No similar difference is shown when the same comparison is made between the highly effective group and managers. In fact, this is the only molar dimension in which any significant difference was seen. It is interesting to also note the possible importance of consensus in this molar dimension, even within this type of steel service center. Earlier discussions have rested on the assumption that specialized product lines generate

Table IV-20. Role Perception: Manager Ideal-Inside
Salesman Actual; Hypothesis VII; Typology IV^a

Comparison of Means	Significance
All inside salesmen	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.

^a Major market, small firm, and general product line.



relatively strong pressures for consensus between inside salesmen and others in this area. Yet even though this typology is characterized by a general product line, the molar factor of technical competence still appears to be an important area of consensus between inside salesmen and managers. Again, the table does not indicate whether the less effective group is significantly under performing or over performing in this dimension relative to the ideal role expectations of management. The findings do, however, tend to support the hypothesis that role consensus between inside salesmen and their managers is linked to sales effectiveness.

The data of Table IV-21 show significant differences between manager's ideal role expectations and the actual perceptions of both inside sales groups for all molar dimensions. Most of the differences in consensus are significant at the .01 level. It is difficult to interpret such findings. There is a higher degree of role consensus between the highly effective group and the managers than between the less effective group and the managers. This agrees with many of the earlier findings. However, the substantial consensus gaps between the managers and both inside sales groups may indicate the need for a dialogue between the three parties. It may very well be that these managers are out of touch with the true nature of the inside selling activity and, hence, their expectations are not realistically founded. On the other hand, these findings may simply

Table IV-21. Role Perception: Manager Ideal-Inside
Salesman Actual; Hypothesis VII; Typology V^a

Comparison of Means	Significance
All inside salesmen:	
Personality	.05
Technical competence	.01
Customer service orientation	.01
Sales initiative	.05
Efficiency (self management)	.01
Highly effective inside salesmen:	
Personality	.05
Technical competence	.05
Customer service orientation	.01
Sales initiative	.05
Efficiency (self management)	.01
Less effective inside salesmen:	
Personality	.05
Technical competence	.01
Customer service orientation	.01
Sales initiative	.01
Efficiency (self management)	.01

^aMajor market; small firm; and specialty product line.

indicate a lack of proper training of inside salesmen in general. Those in the highly effective group who are approximating the manager's expectations in a relative sense, may be doing so intuitively despite the lack of specific guidance. If this is the case then more clearly defined job descriptions and more intensive managerial guidance of all the inside salesmen may be in order. The findings indicate the need for further investigation. There is a basic misalignment of expectations and performance that, at minimum, may have a detrimental effect on motivation and morale of the inside sales force.

Table IV-22 reflects the ideal role expectations of the inside salesmen and managers of Typology I; small, general line firms in minor markets. This comparison, unlike those which focus on actual performance of the inside salesmen, focuses on the job at the conceptual level. Therefore, any significant differences in consensus between the managers and their men are primarily the result of inadequate role definition by management or conscious disagreement of the inside salesmen with the recognized role expectations of management. In either case, ideal role consensus is not dependent upon the skill level of the inside salesman in any molar dimension.

There is a significant difference between ideal role expectations of the managers and the less effective inside salesmen of Typology I. These differences can be noted in the molar dimensions of technical competence, customer

Indicate a lack of proper technique or method

generally. Those in the right

approximate

general

Table IV-22. Role Perception: Manager Ideal-Inside
Salesman Ideal; Hypothesis VII; Typology I^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	.05
Sales initiative	.01
Efficiency (self management)	.05

^aMinor market; small firm; and general product line.

service orientation, sales initiative and efficiency. The only significant difference noted when the same comparison was made between managers and the highly effective group, was in the molar area of sales initiative. Even in that instance, the level of significance for the highly effective group was .05 while the level of significance for the less effective group was .01.

These findings indicate a link between inside sales effectiveness and the extent to which inside salesmen and their managers agree on job content. Again, a consensus gap in the area of ideal role expectations may very well indicate the need for remedial action by management. This action may take such simple form as informal dialogues between the managers and the less effective salesmen to pinpoint and clarify the molar areas of misunderstanding or disagreement between the parties. The amount of time and effort necessary to accomplish this task may, indeed, be minimal and the payback great.

The data in Table IV-23, like those of some earlier tables, are not easily interpreted. At first glance, it would appear that the key element is the significant differences between the ideal role expectations of managers and less effective inside salesmen regarding customer service orientation. This would, indeed, seem logical because that is the only molar area of significant difference unique to the less effective inside salesmen of this typology. A possible explanation might be that the less effective group,

service orientation, social desirability, and self-esteem.

only significant relationship

was found between

and

Table IV-23. Role Perception: Manager Ideal-Inside
Salesman Ideal; Hypothesis VII; Typology III^a

Comparison of Means	Significance
All inside salesmen:	
Personality	.01
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05
Highly effective inside salesmen:	
Personality	.01
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05
Less effective inside salesmen:	
Personality	.01
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	n.s.
Efficiency (self management)	.05

^aMajor market; large firm; and specialty product line.

ignorant or indifferent to their customer service responsibilities, actually fails to perform up to the level of the highly effective group in this respect. This failure contributes to their low effectiveness.

However, the data of IV-19 do not support this line of reasoning. They show, in essence, that although there is a consensus gap between the manager and the less effective group in an ideal sense, the gap becomes insignificant for this molar dimension when the manager's ideal is compared with the actual performance of the less effective salesmen. Simply stated, the less effective man doesn't see his ideal role in the same light as his manager but he performs it that way.

Perhaps, the most useful analysis of Table IV-23 would focus on the total level of consensus between the manager and either group of inside salesmen. There may not be a key molar dimension which separates the less effective salesmen from the highly effective salesmen. The crucial, differentiating factor in this case may be the general level of agreement or lack of agreement between inside salesmen and their managers. In other words, do these parties generally see eye to eye on what the inside selling job should be, while not focusing on its separate elements? Perhaps, in this case, the agreement itself is the vital factor.

Table IV-24 shows that there is more ideal total role consensus between managers and less effective inside salesmen than between managers and highly effective inside

Statement of testimony of the witnesses

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Statement of testimony of the witnesses

Table IV-24. Role Perception: Manager Ideal-Inside
Salesman Ideal; Hypothesis VII; Typology V^a

Comparison of Means	Significance
All inside salesmen:	
Personality	.05
Technical competence	.05
Customer service orientation	.01
Sales initiative	n.s.
Efficiency (self management)	.01
Highly effective inside salesmen:	
Personality	.05
Technical competence	.01
Customer service orientation	.01
Sales initiative	.05
Efficiency (self management)	.01
Less effective inside salesmen:	
Personality	.05
Technical competence	.01
Customer service orientation	.01
Sales initiative	n.s.
Efficiency (self management)	.01

^aMajor market; small firm; and specialty product line.



salesmen. However, the ideal perceptions of both inside sales groups and their managers differ significantly. The findings do show that there is a significant consensus gap between highly effective salesmen and managers in the molar area of sales initiative while no similar gap exists between the less effective group and the managers. These data may show the influence of factors not considered by the scope of the investigation or there may be a link between the specialized nature of the firm and the role of sales initiative in the inside salesman's job.

For example, it was suggested earlier that the inside salesman may be looked upon by the customer as a source of technical advice. The more specialized the firm becomes, the greater may be its need for the technically competent inside salesman. Correspondingly, the amount of actual time spent in activities related to the molar area of sales initiative may decline as the firm becomes more specialized and this may, in fact, be exactly what the customer wants. The customer may try to avoid dealing with those salesmen of demonstrated high sales initiative. Unfortunately, customers and sales managers do not always see the issue in the same light. As noted earlier, there are good reasons to presume that sales managers, in general, tend to place heavy emphasis on sales initiative as an effectiveness factor. Therefore, there may well be a consensus gap between them and their highly effective men under these

release. However, the local newspaper reported that the

sales group and their agents

had been

between

conditions. The findings of Table IV-24 may, indeed, very accurately portray this situation.

Research Findings--Hypothesis VIII

The decision to buy or not to buy from a particular inside salesman ultimately rests with the customer. In a very direct sense, therefore, it is the customer who largely determines those salesmen who are highly effective and those who are not. Granted, in many steel service centers the customer does not choose who takes his order but he does retain the purchase veto power if the inside salesman's performance is unsatisfactory to him. For this reason, Hypothesis I through V specifically focused on this crucial relationship. The salesmen's actual behavior as they, themselves, perceived it was compared with the customer's role expectations of them to see if consensus between them could be empirically related to effectiveness. The findings largely showed that such a relationship did exist but that the relative importance of the various molar dimensions varied according to the nature of the firm and its immediate environment.

Tables IV-25 through IV-28 deal with the ideal role consensus between the customer and the inside salesman. In other words, is the mere sharing of expectations related to the inside salesman's effectiveness or must he actually fulfill the customer's expectations?

condition. The findings of this study

indicate that the findings of this study

are consistent with the findings of this study

Table IV-25. Role Perception: Customer Ideal-Inside
Salesman Ideal; Hypothesis VIII; Typology I^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.

^aMinor market; small firm; and general product line.

The data of Table IV-25 indicate that ideal role consensus alone between the customer and the inside salesman may be linked to sales effectiveness in this type of firm. There is a significant difference between the ideal role expectations of customers and less effective salesmen in the molar areas of customer service orientation and sales initiative. There is no significant difference between customers and highly effective inside salesmen when the same comparison is made. What is more interesting, however, is the fact that when the customer's ideal role expectations were compared with actual behavior as perceived by the salesmen, there was no significant consensus differences between customers and either the highly effective or less effective groups. In other words, it did not appear to be imperative for the highly effective inside salesman to actually perform better than his less effective counterpart. It was important, however, that he and the customer shared the same ideal expectations of his role behavior. Again, this could simply suggest that highly effective salesmen may tend to think like their customers over a wide spectrum of topics, including business role expectations.

The interpretation of Table IV-26 is somewhat more complex than that of Table IV-25. In IV-25, there was a significant difference between customers and less effective inside salesmen on an ideal level. However, as noted, the difference was not evident when actual behavior was compared to customer expectations. Table IV-26 also shows a

The date of Table 1 is 1960.

Source: U.S. Census Bureau.

See page 1

Table 1

Table IV-26. Role Perception: Customer Ideal-Inside
Salesman Ideal; Hypothesis VIII; Typology IV^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	.05

^aMajor market; small firm; and general product line.



significant difference between customers and less effective inside salesmen on the ideal level. This occurs in two of the molar dimensions. However, Tables IV-3 and IV-9 indicate that the actual behavior of the less effective group failed to live up to the ideal role expectations of the customers. Hence, no inference can be made regarding a link between ideal role consensus and effectiveness in this instance. The data may simply reflect the fact that the customer doesn't like the way the less effective salesman performs his job. The fact that the two parties do not agree conceptually may lie at the heart of the matter, however.

The data pertaining to the ideal role expectations of inside salesmen and customers of Typology V are shown in Table IV-27. There are significant differences between the customers and the highly effective group in three molar dimensions. This compares to only one area of significant difference between the customers and the less effective group. Again, the inference of any link between ideal role consensus and effectiveness may be unwarranted. Tables IV-6 and IV-8 show that three of the four significant differences in ideal role expectations also exist when actual behavior is compared with the customer's ideal expectations. In other words, ideal role consensus and/or the actual fulfillment of customer role expectations may be linked to selling effectiveness. The findings of Tables IV-6 and IV-8 do

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Table IV-27. Role Perception: Customer Ideal-Inside
Salesman Ideal; Hypothesis VIII; Typology V^a

Comparison of Means	Significance
All inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	n.s.
Sales initiative	n.s.
Efficiency (self management)	n.s.
Highly effective inside salesmen:	
Personality	n.s.
Technical competence	.05
Customer service orientation	.05
Sales initiative	.05
Efficiency (self management)	n.s.
Less effective inside salesmen:	
Personality	n.s.
Technical competence	n.s.
Customer service orientation	.05
Sales initiative	n.s.
Efficiency (self management)	n.s.

^aMajor market; small firm; and specialty product line.

suggest that in this instance the actual fulfillment of customer expectations may dominate ideal role consensus in importance.

Research Findings--Hypothesis IX

This hypothesis dealt with role conflict of the inside salesmen and its relation, if any, to their effectiveness. Role conflict was determined by calculating the mean difference scores between the perceived actual and ideal roles of the inside salesmen. The analysis compared the mean scores of the highly effective and less effective groups for significant differences. Also, each of the two groups was compared with the total inside salesmen either in aggregate or within the typology depending on the level of analysis.

As in earlier analyses, there were no significant differences noted on the aggregate or industry level. However, when the investigation focused on the various typologies, there were very definite differences observable between the highly effective and less effective groups. In almost all instances, the less effective group showed a higher degree of role conflict as evidenced by a higher mean score than did the highly effective group. In addition, as Table IV-28 indicates, in all but one instance the comparison of means yielded significant differences.

suggest that in this instance the
customer expectations
importance

Research Find

Table IV-28. Comparisons of Role Congruency Means Between Inside Salesmen; Hypothesis IX

	Significance of Difference
<u>Typology I</u>	
Highly effective vs less effective salesmen	.001
Highly effective vs all salesmen	.001
Less effective vs all salesmen	.001
<u>Typology II</u>	
Highly effective vs less effective salesmen	.05
Highly effective vs all salesmen	n.s.
Less effective vs all salesmen	.05
<u>Typology III</u>	
Highly effective vs less effective salesmen	.001
Highly effective vs all salesmen	.001
Less effective vs all salesmen	.001
<u>Typology IV</u>	
Highly effective vs less effective salesmen	.001
Highly effective vs all salesmen	.001
Less effective vs all salesmen	.01
<u>Typology V</u>	
Highly effective vs less effective salesmen	.001
Highly effective vs all salesmen	.001
Less effective vs all salesmen	.001



There does, indeed, appear to be a relationship between role conflict and inside selling effectiveness. The inside salesman who is best able to meet his own ideal expectations of his role behavior is more effective than his counterpart who fails to reach his ideal goals. Perhaps, role conflict leads to personal anxiety and frustration. This, in turn, may lead to low effectiveness on the job. These findings clearly show the need for careful selection of men qualified to perform the inside selling job and, perhaps, managerial guidance of present inside salesmen toward realistic ideal role expectations.

Research Findings--Individual Firms

Appendix A contains a summary, by firms, of all the significant differences in consensus between the various respondent groups. This has been included in gratitude for the valuable contribution these firms made to this study. While analysis on the typology level was judged to be meaningful for the research, it is hoped that the inclusion of this data may prove to be of material value to the participating steel service centers.

Summary of Role Analysis Findings

This chapter sought to determine the relative importance of the various role definers engaged in daily interaction with the inside salesman. The various hypotheses were tested on the industry and typology levels with differing results.

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expected

and

On the industry or aggregate level, Hypotheses I-VIII were all rejected. In other words, when aggregated there were no significant differences in role consensus between either highly effective or less effective inside salesmen and their respective role definers. This proved to be the case whether the analysis focused on the ideal role consensus between the inside salesmen and their significant others or if consensus was measured in terms of the salesmen's actual fulfillment of the ideal expectations held by others.

When the analysis was performed at the typology level, several interesting findings were noted. These are summarized below.

1. The data suggest that the relative importance of each of the five molar dimensions is influenced by the breadth of the product line handled by the service center. Specifically, the technical competence of inside salesmen becomes increasingly important as the firm specializes its product line.
2. The inside salesman's ability to meet the ideal role expectations of his customers is related to his effectiveness. This appears to be very important with regard to technical competence and to a lesser extent with personality, customer service orientation and sales initiative. Efficiency or self management does not appear to be too important in this respect.

The following table shows

the results of the

work done on the

subject.

3. There is some reason to believe that ideal role consensus between the inside salesman and customer is related to effectiveness. The inside man who sees his job ideally the same way as his customer, may be effective even if his actual performance is somewhat different from the ideal. This was seen to be true in the case of small, general line firms serving minor markets.
4. Close consensus between the inside salesman's actual performance and the ideal expectations of the outside salesman appears to be positively related to inside sales effectiveness in all the small firms studied. This was true despite differing market environments and types of product line. There was no such relationship noted in the case of the large firms studied.
5. Close consensus between the inside salesman's actual performance and the ideal expectations of the sales manager is related to inside sales effectiveness, particularly in the case of small, general line firms operating in either major or minor markets. In the case of small, general line service centers serving minor markets, ideal role consensus between managers and inside salesmen is related to effectiveness. Specifically, highly effective salesmen are in much greater agreement with the managers over what an ideal inside salesman should do than are the less effective salesmen.

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Although Hypothesis IX was also rejected on the aggregate level, there were some interesting findings on the typology level. Specifically, less effective inside salesmen displayed more role conflict than did highly effective inside salesmen. Further, the differences in the mean levels of role conflict between the two groups was significant.

The theoretical and pragmatic implications of these role analysis findings will be discussed in Chapter VI.

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ALBANY, N.Y., 100

ALBANY, N.Y., 100

ALBANY, N.Y., 100

ALBANY, N.Y., 100

CHAPTER V

INSIDE SALESMEN--EFFECTIVENESS PROFILES

The purpose of this chapter is to report on how inside salesmen view their jobs. Specifically, do men rated high in effectiveness perceive their jobs differently than those rated low in effectiveness? Are there differences in how the job is interpreted which are associated with the various typologies of reporting firms? To answer these questions modal profiles of each respondent category were developed and are reported below.

These profiles are considered to be important for several reasons.

First, the modal profile for the entire respondent group may provide clues for differentiating high and low performing inside salesmen and, hence, provide a basis for remedial steps in the case of the latter group.

Second, the modal profiles by typology, though less stable than that compiled for the total group, may point up differences in job interpretation that are a function of differing markets, sizes of firms and widths of lines. Here, as in the total, the contrast between high and low performers is considered critical for identifying factors

of significance to management for attention in training and supervision.

Third, the typology profiles provide industry members suggestive profiles for interpreting attitudes of their own men. Granted, they must be used with discretion, allowing for individual differences in personalities and technical capabilities. But they do provide an empirically based starting point.

Industry Profiles

The industry modal profiles were derived from the composite responses of all inside salesmen who participated in the study. As in the typology level modal profile analysis, the respondents were classified as either less effective or highly effective salesmen by their respective managers. The thirteen firms represented by these salesmen varied significantly in size, breadth of product line and type of market served. There were one hundred fifty two inside salesmen. Eighty of these individuals were deemed less effective and seventy two were in the highly effective category. Tables V-1 and V-2 show the priority rankings of the molar factors by each of the two groups.

Less Effective Inside Salesmen

The modal less effective salesman on the aggregate or industry level ranked customer service orientation as the highest priority of the five molar dimensions of effectiveness. Second in his priority ranking was efficiency (self

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Table V-1. Modal Rankings^a of Molar Factors by Less Effective Salesmen;^b
Industry Level

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	11.3	18.8	<u>33.8</u>	17.5	18.8
Second	18.8	17.5	18.8	20.0	<u>25.0</u>
Third	21.3	<u>22.5</u>	13.8	<u>22.5</u>	17.5
Fourth	<u>28.8</u>	16.3	18.8	18.8	17.5
Fifth	17.5	<u>25.0</u>	15.0	21.3	21.3

^aModal rankings underlined.^bEighty respondents.

Table V-2. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Industry Level

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	8.8	18.1	<u>33.3</u>	18.1	20.8
Second	18.1	<u>30.6</u>	15.3	8.8	<u>26.4</u>
Third	<u>26.4</u>	15.3	13.9	22.2	22.2
Fourth	20.8	18.1	15.3	<u>30.6</u>	15.3
Fifth	<u>25.0</u>	18.1	22.2	19.4	15.3

^aModal rankings underlined.^bSeventy two respondents.

the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion.

As the world's population grows, the demand for food and other resources will increase. The world's population is expected to reach 9 billion by the year 2050. This means that there will be 9 billion people on the planet who will need food, water, and other resources to survive. The world's population is expected to reach 9 billion by the year 2050. This means that there will be 9 billion people on the planet who will need food, water, and other resources to survive.

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management). Technical competence and sales initiative shared the third priority ranking. Personality was given a fourth level priority ranking by the respondents in this group. Interestingly, while 22.5 percent of this less effective group had ranked technical competence as third priority, thus accounting for the bi-modal pattern at that level, a greater number of these respondents (25.0%) ranked this factor least important. In other words, a representative modal ranking from high priority to low would be: (1) customer service orientation, (2) efficiency, (3) sales initiative, (4) personality and (5) technical competence.

Highly Effective Inside Salesmen

The modal responses of the highly effective group also indicated first priority ranking of customer service orientation. There was a bi-modal second priority ranking of technical competence and efficiency. Personality was ranked third most often by the group. Sales initiative was relegated to only fourth level importance by this composite of highly effective inside salesmen. Perhaps, this is an indication of the differing nature of the inside salesman's job as opposed to that of his external counterpart. In the latter case, the sales initiative factor is usually deemed to be a paramount determinant of ultimate effectiveness. It may be, however, that the inside salesman-customer relationship is of a more fiduciary nature. It may invoke a greater element of mutual problem solving and cooperation than does

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the relationship between the field salesman and his customer. The possible difference between the two relationships may simply be the difference between the salesman calling on a customer and a customer with a need calling on a salesman. In the second instance it may be understandable that sales initiative assumes a subordinate role to other molar factors.

Summary of Profiles--Contrasts and Similarities

In overview, the most interesting point one notices when comparing these modal profiles is their striking similarity. A third of both groups rank customer service orientation as the most important determinant of sales effectiveness and for both groups this is the modal first priority ranking. Roughly one-fourth of both groups rank efficiency as the second most important molar factor. In the case of the less effective group this is also the modal statistic at the second priority level. However, this is not the case with the highly effective group which ranks technical competence higher in priority than efficiency. One may, in fact, view the second priority level of the highly effective group as bi-modal in nature. This is not the crucial issue.

The point to be grasped is that the molar factor of technical competence is generally considered much more important by the highly effective inside salesmen than by their less effective counterparts. This attitude may reflect itself in their willingness to develop new skills or

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assimilate new knowledge. If, as previously suggested, we view the inside salesman-customer relationship as basically a problem solving situation, it may very well be that technical competence is a key factor which discriminates between various levels of inside sales effectiveness. Let it also be emphasized, however, that we are not discounting the importance of the other molar factors by our previous statement. Indeed, they may be every bit as important as technical competence as a determinant of effectiveness. If all inside salesmen perceive the relative importance of the four other molar factors in the same way, their usefulness in discriminating differences between highly effective and less effective salesmen is impaired. That is why our attention has focused on technical competence, the one factor that was perceived very differently by the highly effective and less effective groups.

Firm Typologies*

Typology I Profiles

The four firms included in this typology were characterized by their relative small size, general product line and minor market area. A total of thirteen inside salesmen from these firms participated in the study. Of this total group, eight men were classified as highly effective and

*As noted, the numbers of cases in these categories do not warrant other than descriptive treatment.

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five were classified as less effective by their respective managers. Tables V-3 and V-4 show the priority rankings of the molar factors by each group.

Less Effective Inside Salesmen

The modal less effective salesman in this typology ranked customer service orientation as the highest priority of the five molar dimensions of effectiveness. Second in his priority ranking was efficiency or self management. The factor most often ranked third by these respondents was technical competence. Sales initiative was most frequently ranked fourth in importance relative to the other four molar dimensions. Personality and sales initiative were considered of lowest priority importance by the respondent.

Highly Effective Inside Salesmen

The modal responses of the highly effective group indicated first priority importance on efficiency or self management. Technical competence was ranked second most often by this group. Personality was the molar factor ranked third with greatest frequency by respondents. Sales initiative and customer service orientation were given lowest priority of importance by this group.

Summary of Profiles--Contrasts and Similarities

The most evident point of contrast between the viewpoints of the less effective versus the highly effective inside salesmen was in the area of customer service orientation

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Page 112

Table V-3. Modal Rankings^a of Molar Factors by Less Effective Salesmen;^b
Typology I_C

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	0.0	20.0	<u>60.0</u>	0.0	20.0
Second	20.0	20.0	20.0	0.0	<u>40.0</u>
Third	20.0	<u>40.0</u>	0.0	20.0	20.0
Fourth	20.0	0.0	20.0	<u>40.0</u>	20.0
Fifth	<u>40.0</u>	20.0	0.0	<u>40.0</u>	0.0

^aModal rankings underlined.

^bFive respondents.

^cMinor market; small firm; and general product line.

Table V-4. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Typology I^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	12.5	0.0	25.0	12.5	<u>50.0</u>
Second	25.0	<u>37.5</u>	25.0	12.5	0.0
Third	<u>37.5</u>	12.5	12.5	12.5	25.0
Fourth	12.5	<u>37.5</u>	12.5	25.0	12.5
Fifth	12.5	12.5	25.0	<u>37.5</u>	12.5

^aModal rankings underlined.^bEight respondents.^cMinor market; small firm; and general product line.



The modal less effective salesman considered this factor to be paramount as a determinant of his overall effectiveness while the modal highly effective salesman felt that other factors were of greater (or equal) importance. Specifically the modal responses of the highly effective group indicated first order importance ranking to the molar factor of efficiency (self management).

It also appears that the highly effective group ranked technical competence as important as customer service orientation as a determinant of effectiveness. An interesting area of agreement between the two groups was on sales initiative. This factor was given fourth or fifth order modal priority ranking by both groups. Though the data are limited, they suggest that the less effective salesman's concern with the customer's wants may be excessive. Perhaps he should put more emphasis on the importance of his own technical competence. It may very well be that such a shift would increase his overall selling effectiveness.

Typology II Profiles

The five firms included in this typology served major market areas. In addition, they were all of large size and carried a general product line inventory. One hundred eleven inside salesmen were interviewed from these firms. Forty six of these salesmen were designated highly effective by their managers and sixty five were classed as

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less effective. Tables V-5 and V-6 show the priority rankings of the molar factors by each group.

Less Effective Inside Salesmen

The modal less effective salesman in this typology ranked customer service orientation as the highest priority of the five molar dimensions of effectiveness. Second in his priority ranking was efficiency or self-management. The factor most often ranked third by these respondents was personality. The fourth and fifth level priority rankings of molar factors were somewhat mixed. These lower importance rankings were most often ascribed to personality, technical competence and sales initiative.

Highly Effective Inside Salesmen

The modal responses of the highly effective group showed first priority ranking of customer service orientation. Technical competence and efficiency were ranked second most often by this group. Sales initiative was ranked third and fourth most frequently by respondents. Personality was heavily ranked as least important as a determinant of effectiveness. Over a third of the respondents in this group gave the low ranking to this factor. This represented twice the frequency that any other factor was deemed least important. The emphatic underscoring of this factor was only matched by the emphasis this group gave to the primary importance of customer service orientation relative to all other molar factors. In other words the

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Table V-5. Modal Rankings^a of Molar Factors by Less Effective Salesmen;^b
Typology IIC

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	12.3	21.5	<u>30.8</u>	18.5	16.9
Second	18.5	18.5	18.5	18.5	<u>26.2</u>
Third	<u>24.6</u>	20.0	16.9	21.5	16.9
Fourth	<u>29.2</u>	16.9	16.9	18.5	18.5
Fifth	15.4	<u>23.1</u>	16.9	<u>23.1</u>	21.5

^aModal rankings underlined.

^bSixty five respondents.

^cMajor market; large firm; and general product line.



Table V-6. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Typology II^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	10.9	19.6	<u>41.3</u>	15.2	13.0
Second	17.4	<u>32.6</u>	13.0	6.5	<u>30.4</u>
Third	19.6	17.4	17.4	<u>23.9</u>	21.7
Fourth	17.4	15.2	10.9	<u>37.0</u>	19.6
Fifth	<u>34.8</u>	15.2	17.4	17.4	15.2

^aModal rankings underlined.

^bForty six respondents.

^cMajor market; large firm; and general product line.



modal highly effective salesman within this typology indicated strong conviction at both ends of the importance spectrum. He felt that customer service orientation was by far the most important determinant of his personal effectiveness and, conversely, personality was, by far, the least important determinant.

Summary of Profiles--Contrasts and Similarities

Less effective salesmen in this typology tended to rank personality higher than did the highly effective group. In addition, the less effective group displayed more internal diversity of opinion regarding the ranking of all molar factors. In other words, the less effective group tended to be less emphatic in their modal ranking of any given factor as contrasted to the highly effective group. This may possibly reflect the lack of a clearly defined role among the members of the less effective group.

It is interesting to note that both groups recognize customer service orientation as the primary determinant of job effectiveness and also rank efficiency (self management) as the second most important factor. However, the highly effective group ranks technical competence generally as important as efficiency while the less effective group relegates the technical competence factor to fifth order priority. This may point to an area of potential concern for management. There may, indeed, be a lack of proper

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concern for the development and maintenance of requisite technical skills by the less effective salesmen.

Typology III Profiles

The two firms included in this typology served major market areas. They were large in size and dealt in a specialized product line. These firms yielded a total of fifteen inside salesmen. Five of these salesmen were designated less effective by their managers and the other ten were classed as highly effective. Tables V-7 and V-8 show the priority rankings of the molar factors by each group.

Less Effective Inside Salesmen

The modal less effective salesman in this typology ranked customer service orientation as the highest priority of the five molar dimensions of effectiveness. Second in his priority ranking was sales initiative. Technical competence and efficiency shared the third priority ranking. Personality was given a fourth level priority ranking by the respondents in this group. What is more interesting, however, is that customer service orientation was relegated to fourth level priority by as many respondents as had deemed it of primary importance.

Highly Effective Inside Salesmen

The modal responses of the highly effective group indicated first priority ranking of sales initiative.

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Table V-7. Modal Rankings^a of Molar Factors by Less Effective Salesmen;^b
Typology III^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	20.0	0.0	<u>40.0</u>	20.0	20.0
Second	20.0	0.0	20.0	<u>60.0</u>	0.0
Third	0.0	<u>40.0</u>	0.0	20.0	<u>40.0</u>
Fourth	<u>40.0</u>	20.0	<u>40.0</u>	0.0	0.0
Fifth	20.0	<u>40.0</u>	0.0	0.0	<u>40.0</u>

^aModal rankings underlined.

^bFive respondents.

^cMajor market; large firm; and specialty product line.



Table V-8. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Typology IIIC

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	0.0	20.0	10.0	<u>40.0</u>	30.0
Second	20.0	20.0	0.0	20.0	<u>40.0</u>
Third	20.0	20.0	10.0	20.0	<u>30.0</u>
Fourth	<u>50.0</u>	10.0	30.0	10.0	0.0
Fifth	10.0	30.0	<u>50.0</u>	10.0	0.0

^aModal rankings underlined.

^bTen respondents.

^cMajor market; large firm; and specialty product line.



Efficiency (self management) was ranked second and third most often by this group. Personality was ranked fourth by one-half of the respondents and, similarly, one-half of the group also felt that customer service orientation was the least important determinant of job effectiveness. It might be noted that this low rating of customer service orientation is quite uncommon when compared with the importance attributed to it by salesmen in Typologies I and II.

Summary of Profiles--Contrasts and Similarities

The only apparent point of contrast between the perceptions less effective and highly effective modal respondents concerns the customer service orientation factor. The modal less effective inside salesman tended to rank this factor highest in priority while his highly effective modal counterpart tended to rank it as lowest in priority of importance. All other factors were ranked in approximately the same relative order by the two groups.

Typology IV Profiles

The single firm included in this typology served a major market area. It was small in size and carried a general product line. There were six inside salesmen in this firm. Four of these salesmen were considered highly effective by their manager and the other two were considered less effective. Tables V-9 and V-10 show the priority rankings of each group.

Efficiency (self assessment) was

most often by 20%

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group

Table V-9. Modal Rankings^a of Molar Factors by Less Effective Salesmen; ^b Typology IV^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	0.0	0.0	0.0	0.0	<u>100.0</u>
Second	0.0	<u>50.0</u>	<u>50.0</u>	0.0	0.0
Third	<u>50.0</u>	0.0	0.0	<u>50.0</u>	0.0
Fourth	0.0	<u>50.0</u>	0.0	<u>50.0</u>	0.0
Fifth	<u>50.0</u>	0.0	<u>50.0</u>	0.0	0.0

^aModal rankings underlined.

^bTwo respondents.

^cMajor market; small firm; and general product line.

Table V-10. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Typology IV^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	0.0	<u>50.0</u>	25.0	0.0	25.0
Second	<u>25.0</u>	0.0	<u>25.0</u>	<u>25.0</u>	<u>25.0</u>
Third	<u>50.0</u>	0.0	0.0	25.0	25.0
Fourth	<u>25.0</u>	0.0	<u>25.0</u>	<u>25.0</u>	<u>25.0</u>
Fifth	0.0	<u>50.0</u>	25.0	25.0	0.0

^aModal rankings underlined.

^bFour respondents.

^cMajor market; small firm; and general product line.



Typology V Profiles

The two firms included in this typology both served major market areas. Both were small in size and dealt in a specialized product line. There was a total of seven inside salesmen interviewed. Four of these salesmen were classed as highly effective by their respective managers and three were classed as less effective. Tables V-11 and V-12 show the priority rankings of molar factors by each group.

Summary and Conclusions

The intent of this chapter was to reveal any major differences in the outlook of less effective and highly effective inside salesmen toward their jobs. In several instances the analysis has suffered due to insufficient sample size. In some cases (Typologies IV and V) this meant that modal profiles were of little help. In others (Typologies I and III), the differences between the modal profiles hinted at promising avenues of future inquiry. Even in these cases, limited sample size precluded any substantive conclusions.

Typology II did include a sufficient number of respondents, in both less effective and highly effective groups, to construct relatively good modal profiles for comparison purposes. Two points of comparison between the profiles appeared to be quite relevant. First the highly effective modal profile seemed to be more well defined than the modal less effective profile. That is, members of the

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Table V-11. Modal Rankings^a of Molar Factors by Less Effective Salesmen;^b
Typology V^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	0.0	0.0	<u>66.6</u>	33.3	0.0
Second	<u>33.3</u>	0.0	0.0	<u>33.3</u>	<u>33.3</u>
Third	<u>33.3</u>	<u>33.3</u>	0.0	<u>33.3</u>	0.0
Fourth	<u>33.3</u>	0.0	<u>33.3</u>	0.0	<u>33.3</u>
Fifth	0.0	<u>66.6</u>	0.0	0.0	<u>33.3</u>

^aModal rankings underlined.

^bThree respondents

^cMajor market; small firm; and specialty product line.



Table V-12. Modal Rankings^a of Molar Factors by Highly Effective Salesmen;^b
Typology v^c

Priority Rank	Personality (%)	Technical Competence (%)	Customer Service Orientation (%)	Sales Initiative (%)	Efficiency (%)
First	<u>25.0</u>	0.0	<u>25.0</u>	<u>25.0</u>	<u>25.0</u>
Second	0.0	<u>50.0</u>	<u>50.0</u>	0.0	0.0
Third	<u>75.0</u>	0.0	0.0	25.0	0.0
Fourth	0.0	<u>50.0</u>	25.0	25.0	0.0
Fifth	0.0	0.0	0.0	25.0	<u>75.0</u>

^aModal rankings underlined.^bFour respondents.^cMajor market; small firm; and specialty product line.



highly effective group were generally in greater agreement regarding the priority of molar factors than were the members of the less effective group. It was speculated that this might point to a lack of a defined role for members of the latter group.

Secondly, it was noted that the highly effective modal profile salesman ranked technical competence higher than his less effective counterpart. The possible significance of this difference implies more demanding recruitment and thorough training of technically oriented personnel for the inside selling job.

This latter conclusion appears to be applicable on the industry level where the highly effective personnel were again seen to have a greater concern with the importance of technical competence than did the less effective group. This finding is undoubtedly heavily influenced by the large weighting of Typology II personnel in the total sample. This fact must be kept in mind when one views the composite or industry profile.

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CHAPTER VI

RESULTS AND IMPLICATIONS OF THE RESEARCH

Review of the Findings

This research has shown that there are discernible differences in the way highly effective and less effective inside salesmen view their roles. These differences in outlook also account for different levels of consensus between the inside salesmen and their role definers. Generally speaking, highly effective inside salesmen have been shown to have greater perceived-role consensus with customers than do the less effective inside salesmen. The highly effective men both think and act in a manner expected by the customer. The less effective inside salesmen show greater actual and perceived variance from the customers' expectations. This variance may be due to a lack of perception of customer expectations but it may also reflect an unwillingness or inability to perform up to these expectations. Failure of the less effective salesman to perceive his role as customers do may suggest the need for remedial counseling by the sales manager. Unwillingness or inability to perform up to expectations may be a result of recruitment and/or training. Recruitment problems may, in turn, reflect the absence of



sufficient job incentives, either monetary and/or psychological to attract the right people. Again, incentive problems may usually be remedied given enough managerial time, money and open mindedness.

Highly effective inside salesmen in small steel service centers tend to think and act in ways that are consonant with the field salesmen's expectations of them. The less effective group does not. The fact that these findings were noted only in the case of small service centers suggests that the small size may promote familiarity between the inside and outside salesmen. This familiarity may, in turn, cause the outside salesmen to pair themselves with inside men who generally share their role perceptions and, perhaps, other values.

Such pairing may be done consciously or unconsciously but either way it can account for apparent differences in effectiveness among inside salesmen.

The data suggest that the technical competence of the inside salesman is very important to the customer. This could be due to the fact that the customer may often be forced to rely on the inside salesman's judgment regarding material applications and related problems. Technical competence seems to become even more important as the steel service center specializes its product line.

It is important that the inside salesman achieves consensus between what he thinks is expected of him and his ability to meet these expectations. In other words, high

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internal role congruity is related to high effectiveness in the inside selling job. Perhaps, such high role congruity is associated with relative freedom from job frustration. As noted, earlier studies showed a relation between frustration and low effectiveness.¹ For the less effective salesmen internal role congruity can be achieved by either a realistic reassessment of their ideal role expectations and/or the sharpening of personal skills which can aid them in more closely approximating their ideal.

As we have noted earlier, most inside salesmen in this industry believe that a strong customer service orientation is the most important factor determining their effectiveness while the data suggest the highly effective inside salesman gains his competitive advantage in other molar dimensions. Also, there is more agreement within the highly effective groups regarding the relative importance of various job functions than there is within the less effective groups. This difference between the two groups may suggest that highly effective inside salesmen are, perhaps, able to define the blend of molar functions appropriate to their operations better than the less effective inside salesmen. In fact, the appropriate blend may result from a trial and error process. If so, then there is good reason to expect some natural migration from the less effective group to the

¹J. W. Getzels and E. D. Guba, op. cit., pp. 164-175.

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highly effective group as newer employees profit by their errors. The typologies developed in this study may aid management in reducing the time spent in the trial and error stage.

The inside salesman's job varies considerably among the different types of firms in the study. When all firms were combined there were no significant differences between the highly effective and the less effective salesmen. However, when the analysis focused on the individual typologies, significant differences were noted between the two types of salesmen.

Contributions of the Study to Marketing Theory

This study has shed light on the importance of role expectations in the buying-selling relationship. In terms of the inside selling job, it has helped assess the relative importance of role expectation consensus between the inside salesman and his various role definers. It has focused on consensus in two different ways. First, ideal role consensus between the salesman and the various parties was examined and an attempt was made to relate this to inside selling effectiveness. It appears that the importance of ideal role consensus varies in accordance with the characteristics of the firm and its environment. In two of the five types of firms studied there was evidence of a link between inside salesman-customer ideal role consensus and

highly effective group as well as a group of individuals.

Second, the individual

management is better

group.

the actual effectiveness of the salesman. The highly effective salesmen in these firms shared the ideal role expectations of their customers but did not necessarily translate these expectations into action. This agrees with Evans' earlier studies which linked selling effectiveness to shared values between customers and salesmen.²

This finding suggests the need for more intensive probing of the customer's idealized expectations surrounding the purchase act. Knowledge of these ideal expectations may prove essential to the matching of specific inside salesmen with specific customers. Perhaps, the prevalent practice of haphazardly matching customers with inside salesmen or the assignment of customers to field salesmen by territory may someday be replaced. Knowledge of the customer's role expectations may, indeed, provide a vital input to any future model of industrial purchasing behavior.

The study has shown that ideal role consensus between inside salesmen and customers is more important in some functional areas than in others. Therefore, it may not be total role consensus that is vital to the customer-inside salesman relationship but only certain aspects such as technical competence.

The second aspect of role consensus dealt with the actual performance of salesmen relative to the role expectations held by their role definers. The findings suggest

²F. B. Evans, op. cit., p. 79.

the actual effectiveness of the treatment.

It is known in these cases

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that certain role definers exert more influence on inside sales effectiveness than others. The relative importance of the respective role definers is dependent upon the characteristics of the salesman's own firm and its markets. For example, the customer seems to be a key role definer for the salesmen of most firms studied and the inside salesman's ultimate effectiveness is linked to his ability to perform up to the customer's expectations. However, in small firms, the outside salesman is a key role definer and consensus of the inside man's performance with the outside man's expectations appears to be very important. Information on the relative importance of the various role definers and of their ideal role expectations may also find use in a predictive model. Such a model would be used to optimally match the available talents within the sales force with the tasks dictated by the role expectations of the key role definers.

As previously noted, the data also suggest that highly effective inside salesmen have a significantly greater degree of congruity between their idealized self image and their actual self image as it relates to their job than do the less effective inside salesmen. Because the failure to relate one's actual performance to one's ideal self expectations is linked to low effectiveness, this may be an important area of consideration in future programs of marketing manpower development. Specifically, such programs will call for a precise matching of tasks and human talents within the framework of clearly defined job expectations.

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Contributions of the Study
to Marketing Practice

This study has added to the understanding of the vital role played by inside salesmen in the steel service center industry. It has pointed to the close interdependence of inside and outside selling, particularly in the case of small firms. In addition, the study has shown that within the inside selling job there is considerable variation in the optimal blend of talents required for a specific firm. This blend may be influenced, for instance, by the breadth of product line or the size of its own operations. The typologies developed were intended to aid specific firms in relating the findings to their operations and, perhaps, also to help in the writing of meaningful job descriptions for their inside salesmen.

In addition to their obvious value in recruiting inside salesmen, the study pointed to another function served by formalized job descriptions. These descriptions, taken in conjunction with other, less-formal informational inputs, assist the inside salesman in developing his ideal role expectations. These job expectations must be founded realistically. If they are not, the inside salesman may experience role conflict when he notes his actual performance deviating too far from what he believes is ideally expected of him. The findings of the study have shown that this, in turn, is likely to contribute to the low effectiveness of an inside salesman. It must be noted that while the

formal job description is not the sole bench mark of ideal role expectations available to the inside man, it should be the most well articulated and least ambiguous of the various informational sources open to him. Dialogue with other inside salesmen, while useful in setting his ideal, may often tend to leave him with conflicting impressions due to variations of interpretation within the inside selling group itself.

Another finding of pragmatic value concerns the relative importance of technical competence vis a vis the other molar factors. Clearly, customers view the inside salesman as a potential source of technical expertise and their expectations in this regard seem to increase as the steel service center specializes its product line. This factor, then, exerts a strong influence on the ultimate effectiveness of the inside salesman. Hence, any technical aptitude which the inside salesman displays should be nurtured. These observations are not meant to minimize the importance of the other molar dimensions. For instance, most of the inside salesmen interviewed showed a strong customer service orientation and, hence, there were no significant differences noted between the highly effective and the less effective men in this molar area. A high customer service orientation may, indeed, be a very important prerequisite for the inside selling job. However, it does not appear to discriminate the highly effective from the less effective inside salesmen.

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The findings also suggest that the relationship between the customer and the inside salesman may be pre-dicated on quite different grounds from the relationship between the customer and the field salesman. The customer considers the inside salesman as an aid in problem solving and does not expect him to sell in the same aggressive vein as the field salesman. Clearly, this does not mean that the inside salesman must not sell. On the contrary, he is a key salesman but his approach to the sale must be couched in terms of the specific task the customer brings to him. In other words, he must be well prepared to solve the customer problems as they reach his desk. The field salesman's ultimate value rests on his ability to convince customers that his firm is the one to call upon when they have problems or needs. These differences between inside versus outside selling may call for salesmen of very different personalities and temperaments. Therefore, the yardsticks used by management for evaluating their personal traits may not be the same. Management must view the men as co-equal partners working in concert toward a mutual goal. The very recognition of this fact may be the first step in the necessary upgrading of the inside salesman's status.

Suggestions for Further Research

This study has concentrated on five molar dimensions of inside selling effectiveness. Perhaps, there are other dimensions which significantly affect the inside salesman's

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performance. Further investigation may seek to isolate these other factors. Future inquiries may also seek to define other relevant role definers of the inside salesman not considered in this study. A case in point may be the inside salesman's close friends whose attitudes toward selling may or may not affect his own.

In future investigations dealing with the actual role performance of inside salesmen, the researcher may seek out customers first. They could then be asked to identify a specific inside salesman they have dealt with and to report on his actual performance in the various molar dimensions. The specific inside salesman could then be interviewed and a role analysis similar to the one done in this study could be performed. By approaching the research in this manner, the advantage is that the investigation could focus directly on the interaction between specific inside salesman-customer dyads and the actual role performance of the specific inside salesman could be evaluated without personal bias of the salesman himself. In the study at hand, it is assumed that the inside salesman can and has objectively reported his actual behavior. It may be, however, that some salesmen exaggerated their efforts for reasons they deemed to be in their own best interests.

Finally, this research was confined to the inside salesman within the steel service center industry. It may prove useful to replicate the study in other industries to

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results

examine the areas of similarity and variance with regard to the inside salesman's role in the differing contexts.

Summary and Recommendations

The inside salesman is the final link in the concerted effort joining the firm with its customers. His skill, attitude and motivation are vital catalytic agents in the marketing equation. This study has sought to determine why certain inside salesmen are more effective than others. To properly grasp this problem, it is necessary to fully understand the multiple functions which the inside man performs.

First, the inside salesman is exactly what his title implies, a salesman. He is not merely an order taker performing a passive function. He can lose more sales in an hour by denying his selling responsibility than a field salesman can make in a day. This fact is recognized by most sales managers. It is very disquieting, however, to observe the large number of firms which channel a lion's share of the sales budget into compensation of the field sales force while continuing to inadequately compensate their inside salesmen. This may reflect an outdated attitude that inside salesmen can be hired and trained "off the street" while field salesmen must be much more selectively chosen and primed for their confrontation with the customer. Good inside salesmen may be just as hard to find and train as good field salesmen. Further, the firm which hopes to

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to the inside relations

maintain a strong, technically competent and aggressive internal sales force in the years ahead, will have to make this job as attractive as the field selling job. Many firms will have to revise their compensation scales significantly upward and avenues of promotion for the inside men will have to be created.

Today, as in the past, the highly effective inside salesman is eventually "promoted" to a field sales position with its higher salary and associated fringe benefits. For some, this move is beneficial. For others, promotion to the outside leads to dismal failure and personal defeat. In many instances, this failure is not theirs but management's, for not recognizing that inside and outside selling call for differing skills and temperaments. In fact, the individual who is highly effective on the inside should probably remain there and be compensated, monetarily and psychologically, on a par with the equivalent field salesmen. The findings of this study would suggest that the customer is more heavily dependent on the good inside salesman in this industry than he is on the outside salesman.

Secondly, the inside salesman is a technical advisor and the level of his technical competence directly influences his selling effectiveness. This means an alert management will encourage him to continually up-date his technical knowledge. This may include participation in material and/or technology seminars. He may be invited to make plant visitations in order to more fully understand the exact

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nature of the problems confronting the customer. The inside salesman should be given time to read the current literature which pertains to his industry and his stake in it, if he so desires. In essence, management should realize that, to a large extent, the inside salesman is only as effective as the customers' confidence in his technical ability. If he is not allowed proper time to develop and maintain his competency at a high level, the firm will ultimately lose.

Third, the inside salesman is an important element in the firm's marketing intelligence system. He is uniquely able to furnish valuable information to both upper management and the field sales force. He can provide on-line reporting to upper management regarding new customers, changes in the order patterns of old customers and special requests for items not carried in stock. This information may call for immediate tactical adjustment which could not be accomplished if the same facts were discovered via a monthly sales analysis report.

The inside salesman may be able to sense when certain customers are dissatisfied with specific aspects of a field salesman's performance. By mentioning it to the field salesman, behavioral adjustments can be made and a potential crisis averted. Another intelligence function which he can provide for the outside man is to make note of any potential customer leads he uncovers in his many daily conversations.

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If he is to fulfill these important marketing intelligence functions, the inside man must be given the opportunity to speak. But even more than that, he must be made to feel that what he has to say is important. This can only be accomplished in conjunction with the general upgrading of the inside selling job as it presently exists in many firms. Once this has begun, management should encourage participation of inside salesmen in planning market strategy. They, as well as the field sales force, should be consulted concerning such things as possible changes in the product line.

Management should encourage a dialogue between the inside and outside men, free from upper managerial pressure. This may include both formal and informal meetings between the men and also activities which include customers. The firm must be willing to financially support these efforts. In addition, management must allow the inside salesman the time for these activities. He is unlikely to repeat an informal meeting with the outside salesman and a customer if the time spent necessitates his working late to catch up on a backlog of paperwork.

Finally, the inside salesman is an expeditor. More than any other single individual, the inside salesman translates his firm's commitments to the customer into tangible products delivered on time. In doing so he has a unique opportunity to develop patronage motives on the part of the customer and it is the repeat business engendered by these

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motives that assures the long range success of the firm and its product offerings.

Again, in this aspect of the inside selling job management can play a positive part. Initially, it can discourage the field salesmen from making promises which the inside salesman is unable to keep. In addition, the inside salesman should be given a reasonable amount of discretionary latitude in serving the customer's needs creatively. Finally the inside salesman must be given time to service his customers. The sales manager must avoid concluding that an inside salesman without a telephone to his ear is, by definition, unproductive.

In conclusion, the interlocking nature of the inside-outside selling effort must be underscored. The customer who calls the steel service center is often one or more steps removed from an actual purchase. The outside salesman has presumably performed his functions which may include supplying the customer with general product and service information, public relations activities and extolling his firm's outstanding qualities. The stage has been set but the action will not begin until the inside salesman precisely relates his firm's offerings to the customer's needs.

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Department of Fish and Game

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APPENDIX A

BASIC ROLE CONSENSUS DATA BY INDIVIDUAL FIRMS

Table A-1. Comparison of Role Perceptions; Firm #1; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	.01	...	...	.01	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	.05	...	...	.05	...
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	.01	...	...	.01	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	.05	...	...	.05	...
Efficiency (self management)	...	...	...	...	...	...
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	...	...	...	...	...

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Table A-2. Comparison of Role Perceptions; Firm #2; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:			Inside Salesmen's Ideal &:		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	.05	...	...	...	...	...
Technical competence	...	...	...	...	...	.01
Customer service orientation	.05	.05	...	...	...	.01
Sales initiative	...	.05	...	...	.05	...
Efficiency (self management)	.05	.05	...	...	...	...
Highly effective inside salesmen:						
Personality	.01	.05	...	...	...	...
Technical competence	...	...	...	...	...	.01
Customer service orientation	.05	...	.05	...	...	.01
Sales initiative	.05	.01	...	...	.05	...
Efficiency (self management)	.01	.01	...	.05	.05	...
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	...	...	...	...	...

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Table A-3. Comparison of Role Perceptions; Firm #3; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	.05	...	...	...	...
Customer service orientation	...	.01	...	.01	.01	...
Sales initiative	.05	...	...	.05	...	...
Efficiency (self management)	.05	.01	...	.05	.05	...
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	.05	.05	...	.01	.01	...
Sales initiative	...	...	...	.01	.05	...
Efficiency (self management)	.01	.01	...	.01	.01	...
Less effective inside salesmen:						
Personality	.01	.01	...	...	...	...
Technical competence	.01	.01	...	...	...	...
Customer service orientation	.01	.01	...	.01	.01	.05
Sales initiative	.01	.01	...	...	...	.05
Efficiency (self management)	.01	.01	...	...	...	.05

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Table A-4. Comparison of Role Perceptions; Firm #4; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	.05
Technical competence	.05	.01	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	.05	.05	...	.01	.05	...
Efficiency (self management)	...	...	...	...	...	...
Highly effective inside salesmen:						
Personality	...	...	...	...	...	.05
Technical competence	.05	.01	...	...	...	...
Customer service orientation	...	.05	...	...	...	...
Sales initiative	.05	...	...	.01	.05	...
Efficiency (self management)	...	.05	...	...	...	...
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	.05	.05	...	.05	.05	...
Efficiency (self management)	...	...	...	...	...	...

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Table A-5. Comparison of Role Perceptions; Firm #5; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &				Inside Salesmen's Ideal &			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	.05	...		...	...	...	.05
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	.05		...	...	...	...
Sales initiative	...	.05	.01		.05	.01	...	...
Efficiency (self management)	...	...	.01		.05	.05	...	...
Highly effective inside salesmen:								
Personality	...	.05	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	.01		...	...	...	...
Sales initiative	...	.05	.01		.01	.01	...	...
Efficiency (self management)	...	.05	.05		...	...	...	.05
Less effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	.05	...		...	.05	...	...
Efficiency (self management)	...	...	...		...	...	...	...

1900-1901

1901-1902

1902-1903

1903-1904

Table A-6. Comparison of Role Perceptions; Firm #6; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	.05	.05	...	.05	.05	...
Technical competence	.05	.05	...	.05	.05	...
Customer service orientation	.05	.05	.05	.05	.01	...
Sales initiative	.05	.05	...	.01	.01	...
Efficiency (self management)	...	...	.05	.05	.05	...
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	...	...	...	...	...
Less effective inside salesmen:						
Personality	.01	.01	...	.01	.05	...
Technical competence	.01	.01	...	.01	.01	...
Customer service orientation	.01	.01	...	.01	.01	...
Sales initiative	.01	.01	...	.01	.01	...
Efficiency (self management)	.05	...	.05	.01	.01	...

1880

1881

1882

1883

Table A-7. Comparison of Role Perceptions; Firm #7; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &				Inside Salesman's Ideal &			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	.05	...	.05		.05	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	.05		...	...	...	...
Customer service orientation	...	...	...		.05	...	...	...
Sales initiative	.05	...	.05		.05	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Less effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	.05	...	...		.05	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...

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Table A-8. Comparison of Role Perceptions; Firm #8; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:			Inside Salesmen's Ideal &:		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	.01	...	...	...	...	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	...	...	...	...	.05
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	...	.01	...	...	...
Efficiency (self management)	...	...	...	...	...	.05
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	.05	...	...	...
Sales initiative	...	.05	...	...	...	...
Efficiency (self management)	...	...	...	...	...	.05

1000
1000

1000
1000

1000
1000

Table A-9. Comparison of Role Perceptions; Firm #9; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	.01
Technical competence	...	...	...	...	...	...
Customer service orientation	.01	.01	...	.01	.01	...
Sales initiative	.01	.01	...	.01	.01	...
Efficiency (self management)	.01	.01	...	.05	.05	...
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	.05	.01	...	.05	.01	...
Sales initiative	...	.05	...	...	.05	...
Efficiency (self management)	...	...	...	...	...	...
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	.05	.01	...	.05	.01	...
Sales initiative	...	.05	...	...	.05	...
Efficiency (self management)	...	...	...	...	...	...

101	102	103	104
105	106	107	108
109	110	111	112
113	114	115	116
117	118	119	120
121	122	123	124
125	126	127	128
129	130	131	132
133	134	135	136
137	138	139	140
141	142	143	144
145	146	147	148
149	150	151	152
153	154	155	156
157	158	159	160
161	162	163	164
165	166	167	168
169	170	171	172
173	174	175	176
177	178	179	180
181	182	183	184
185	186	187	188
189	190	191	192
193	194	195	196
197	198	199	200
201	202	203	204
205	206	207	208
209	210	211	212
213	214	215	216
217	218	219	220
221	222	223	224
225	226	227	228
229	230	231	232
233	234	235	236
237	238	239	240
241	242	243	244
245	246	247	248
249	250	251	252
253	254	255	256
257	258	259	260
261	262	263	264
265	266	267	268
269	270	271	272
273	274	275	276
277	278	279	280
281	282	283	284
285	286	287	288
289	290	291	292
293	294	295	296
297	298	299	300
301	302	303	304
305	306	307	308
309	310	311	312
313	314	315	316
317	318	319	320
321	322	323	324
325	326	327	328
329	330	331	332
333	334	335	336
337	338	339	340
341	342	343	344
345	346	347	348
349	350	351	352
353	354	355	356
357	358	359	360
361	362	363	364
365	366	367	368
369	370	371	372
373	374	375	376
377	378	379	380
381	382	383	384
385	386	387	388
389	390	391	392
393	394	395	396
397	398	399	400
401	402	403	404
405	406	407	408
409	410	411	412
413	414	415	416
417	418	419	420
421	422	423	424
425	426	427	428
429	430	431	432
433	434	435	436
437	438	439	440
441	442	443	444
445	446	447	448
449	450	451	452
453	454	455	456
457	458	459	460
461	462	463	464
465	466	467	468
469	470	471	472
473	474	475	476
477	478	479	480
481	482	483	484
485	486	487	488
489	490	491	492
493	494	495	496
497	498	499	500
501	502	503	504
505	506	507	508
509	510	511	512
513	514	515	516
517	518	519	520
521	522	523	524
525	526	527	528
529	530	531	532
533	534	535	536
537	538	539	540
541	542	543	544
545	546	547	548
549	550	551	552
553	554	555	556
557	558	559	560
561	562	563	564
565	566	567	568
569	570	571	572
573	574	575	576
577	578	579	580
581	582	583	584
585	586	587	588
589	590	591	592
593	594	595	596
597	598	599	600
601	602	603	604
605	606	607	608
609	610	611	612
613	614	615	616
617	618	619	620
621	622	623	624
625	626	627	628
629	630	631	632
633	634	635	636
637	638	639	640
641	642	643	644
645	646	647	648
649	650	651	652
653	654	655	656
657	658	659	660
661	662	663	664
665	666	667	668
669	670	671	672
673	674	675	676
677	678	679	680
681	682	683	684
685	686	687	688
689	690	691	692
693	694	695	696
697	698	699	700
701	702	703	704
705	706	707	708
709	710	711	712
713	714	715	716
717	718	719	720
721	722	723	724
725	726	727	728
729	730	731	732
733	734	735	736
737	738	739	740
741	742	743	744
745	746	747	748
749	750	751	752
753	754	755	756
757	758	759	760
761	762	763	764
765	766	767	768
769	770	771	772
773	774	775	776
777	778	779	780
781	782	783	784
785	786	787	788
789	790	791	792
793	794	795	796
797	798	799	800
801	802	803	804
805	806	807	808
809	810	811	812
813	814	815	816
817	818	819	820
821	822	823	824
825	826	827	828
829	830	831	832
833	834	835	836
837	838	839	840
841	842	843	844
845	846	847	848
849	850	851	852
853	854	855	856
857	858	859	860
861	862	863	864
865	866	867	868
869	870	871	872
873	874	875	876
877	878	879	880
881	882	883	884
885	886	887	888
889	890	891	892
893	894	895	896
897	898	899	900
901	902	903	904
905	906	907	908
909	910	911	912
913	914	915	916
917	918	919	920
921	922	923	924
925	926	927	928
929	930	931	932
933	934	935	936
937	938	939	940
941	942	943	944
945	946	947	948
949	950	951	952
953	954	955	956
957	958	959	960
961	962	963	964
965	966	967	968
969	970	971	972
973	974	975	976
977	978	979	980
981	982	983	984
985	986	987	988
989	990	991	992
993	994	995	996
997	998	999	1000

Table A-10. Comparison of Role Perceptions; Firm #10; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:				Inside Salesmen's Ideal &:			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	.05	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	.05	.05	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	.05	.05	...		...	...	...	...
Sales initiative	...	.05	...		...	.05	...	...
Efficiency (self management)	...	...	...		...	...	.01	...
Less effective inside salesmen:								
Personality	.01	.01	...		...	...	...	...
Technical competence	.05	.05	.05		.05	.05	...	...
Customer service orientation	...	.05	.05		...	...	...	...
Sales initiative	.01	.01	...		...	...	...	...
Efficiency (self management)	.05	.05	...		.05	...	...	...

County
Records

County Pt

County Data

Table A-11. Comparison of Role Perceptions; Firm #11; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &				Inside Salesmen's Ideal &			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	.05	...	...		.05	...	...	...
Efficiency (self management)	...	...	.05		...	...	...	...
Less effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	.05	...	...		.05	...	...	...
Sales initiative	.05	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...

1891

1891

1891

1891

Table A-12. Comparison of Role Perceptions; Firm #12; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &			Inside Salesmen's Ideal &		
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal	Customer Ideal	Outside Salesmen Ideal	Manager Ideal
All inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	...	...	...
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	...	...	...	...	...	.01
Highly effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	.01	.01	...	.05	.05	...
Customer service orientation	.05	.05	...	.01	.01	...
Sales initiative	.01	.05	...	.05	.05	...
Efficiency (self management)	...	...	.01	...	...	.05
Less effective inside salesmen:						
Personality	...	...	...	...	...	...
Technical competence	...	...	...	...	...	...
Customer service orientation	...	...	...	.05	...	.05
Sales initiative	...	...	...	...	...	...
Efficiency (self management)	.05	.05	...	...	...	.01

1901

1902

1903

Table A-13. Comparison of Role Perception; Firm #13; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:				Inside Salesmen's Ideal &:			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	.05	.01	...		...	...	...	...
Customer service orientation	.01	.05	...		.05	...	...	...
Sales initiative	.01	.01	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	...	...	...		...	.01	...	...
Technical competence	...	...	...		.01	...	...	...
Customer service orientation	...	...	...		...	...	...	.05
Sales initiative	.05	.05	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	.05
Less effective inside salesmen:								
Personality	.01	.01	...		.05	.05	...	...
Technical competence	.01	.01	...		.05	.05	...	...
Customer service orientation	.01	.01	...		.01	.01	...	...
Sales initiative	.01	.01	...		.01	.01	...	...
Efficiency (self management)	.01	.05	...		...	...	...	...

1961
1962

1963

1964

Table A-14. Comparison of Role Perception; Firm #14; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:				Inside Salesmen's Ideal &:			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	.05		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	.05		...	...	...	...
Less effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...

1901
1902

1903
1904

1905
1906

Table A-14. Comparison of Role Perception; Firm #14; Hypotheses I-VIII Basic Data

	Inside Salesmen's Actual &:				Inside Salesmen's Ideal &:			
	Customer Ideal	Outside Salesmen Ideal	Manager Ideal		Customer Ideal	Outside Salesmen Ideal	Manager Ideal	
All inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...
Highly effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	.05		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	.05		...	...	...	...
Less effective inside salesmen:								
Personality	...	...	...		...	...	...	...
Technical competence	...	...	...		...	...	...	...
Customer service orientation	...	...	...		...	...	...	...
Sales initiative	...	...	...		...	...	...	...
Efficiency (self management)	...	...	...		...	...	...	...

1891
1892

1893
1894

1895
1896

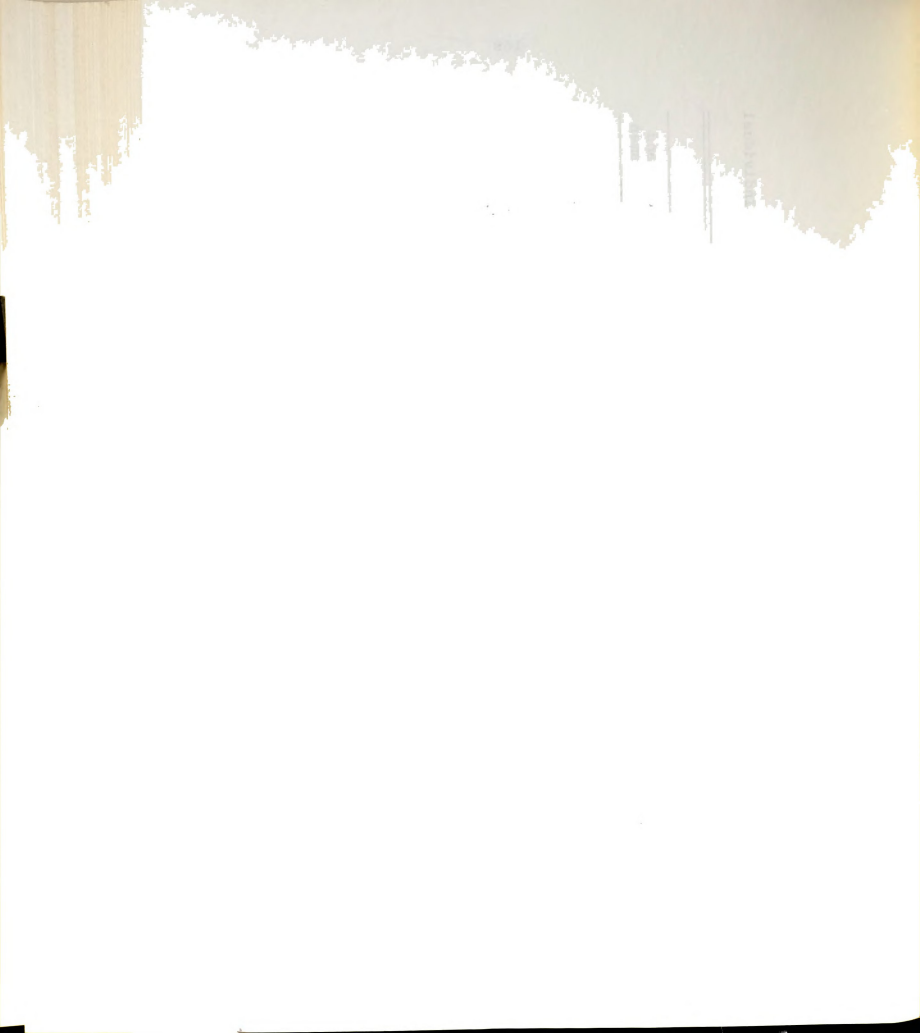
Table A-15. Comparison of Role Congruency Means Between Inside Salesmen by Individual Steel Service Centers; Hypothesis IX

Firm #	Levels of Significance of Mean Differences Between:		
	Highly Effective and Less Effective Inside Salesmen	Highly Effective and All Inside Salesmen	Less Effective and All Inside Salesmen
1	n.s.	n.s.	n.s.
2	.001	.001	.001
3	.001	.001	.001
4	.001	.001	.001
5	.001	.001	.001
6	.001	.05	.001
7	.001	.001	.001
8	.001	.005	.001
9	n.s.	.005	.001
10	.001	.001	.01
11	.001	.001	.001
12	.001	.001	.01
13	.001	.001	.001
14	.01	.05	.05



APPENDIX B

DATA COLLECTION INSTRUMENTS
AND THEIR INTERPRETATION



INSTRUMENTATION OF DATA COLLECTION

INSTRUMENTATION

APPENDIX B

DATA COLLECTION INSTRUMENTS

AND THEIR INTERPRETATION



INTERPRETATION OF DATA COLLECTION

INSTRUMENTS

The data collection instruments are color coded in the following manner:

White--Inside Salesmen
 Blue--Outside Salesmen
 Yellow--Inside Sales Manager
 Green--Customers

Specific items on the inside salesman data collection instruments can be related to the appropriate molar dimensions by use of the chart below. Numbers without parentheses are items in the section pertaining to the inside salesman's actual behavior. Numbers in parentheses are items in the section pertaining to the inside salesman's ideal behavior. These same ideal behavior items are also found in the other three types of data collection instruments.

<u>Personality</u>	<u>Technical Competence</u>	<u>Customer Service Orientation</u>	<u>Sales Initiative</u>	<u>Efficiency</u>
12 (20)	14 (12)	4 (11)	9 (7)	3 (16)
8 (25)	25 (19)	24 (3)	18 (9)	6 (23)
5 (21)	22 (26)	11 (27)	21 (30)	2 (13)
19 (22)	7 (1)	23 (28)	28 (8)	10 (29)
26 (10)	15 (15)	17 (18)	29 (14)	20 (24)
27 (17)	1 (6)	13 (2)	30 (5)	16 (4)
34 (32)	33 (35)	35 (31)	31 (33)	32 (34)



APPENDIX C

EXHIBIT A, LETTER OF INTRODUCTION



MICHIGAN STATE UNIVERSITY

SALES RESEARCH STUDY

Directions-

In my daily work I . . .

1. know the required paperwork.
2. question the buyer to determine most suitable material.
3. check stock before making delivery commitment.
4. make checks on back order items for my customers.
5. know the buyer by name.
6. call the buyer when a delivery date slips.
7. am aware of commitments made to the buyer by the outside salesman.
8. am mature and businesslike in my dealings with customers.
9. keep trying to sell substitute items even if buyer originally balks at the suggestion.
10. consult buyer before substituting items on an order.
11. call the mills to expedite customer orders.
12. treat the buyer like a close friend.
13. accept returned items upon buyer's request.
14. know my company's entire product line.
15. call the buyer's attention to quantity price breaks.
16. phone the buyer back with information on the stock check.
17. advise the buyer when remaining stock level is low on an item he has just purchased.

[illegible]

In my daily work I

18. Attempt to sell customers additional items not originally requested.
19. give the impression of a close bond between the outside salesman and myself.
20. am the one man who takes the buyer's order.
21. seek alternative supply sources to fill a customer's order on out-of-stock items and then sell the item at cost.
22. display competence and knowledge equal to or greater than the outside salesman.
23. am willing to sell an item at a loss if I have misquoted on a relatively small dollar order.
24. am willing to delay my lunch hour in order to complete the processing of the buyer's order.
25. know the nature of my customer's business.
26. show a positive attitude toward my work.
27. am an interesting conversationalist on the phone.
28. will "push" slow moving inventory items.
29. will suggest alternative material applications to the buyer.
30. openly endorse my company and/or its merchandise to customers.
31. initiate sales calls to old accounts or accounts where business is declining.
32. resolve claims or returns without referral to a separate department.
33. am able to rapidly price any order while the customer waits.
34. take pride in doing my job.
35. alert the buyer to any impending price increase.

Part II:

In this section we would like you to rank five factors in terms of their importance in determining the effectiveness of an inside salesman (i.e., the most important factor would be given a #1 and the least important a #5).

Importance Ranking

Factor

Personality

Technical Competence

Customer Service Orientation

Sales Initiative

Efficiency (Self-Management)

Part III:

In this section we would like to know something about you. This information will be used only for classification purposes and no attempt will be made to identify specific individuals. (Please check the appropriate blank.)

1. Your age:

Under 25 _____
25 - 35 _____
36 - 45 _____
46 - 55 _____
Over 55 _____

2. Number of years as a salesman:

Less than 1 _____
1 - 5 _____
6 - 10 _____
11 - 20 _____
Over 20 _____

3. From what source did you primarily obtain the necessary skills to perform your present job functions?

On the job training _____
Technical school(s) _____
Other business exposure _____
Formal school(s) _____
Other _____

Directio

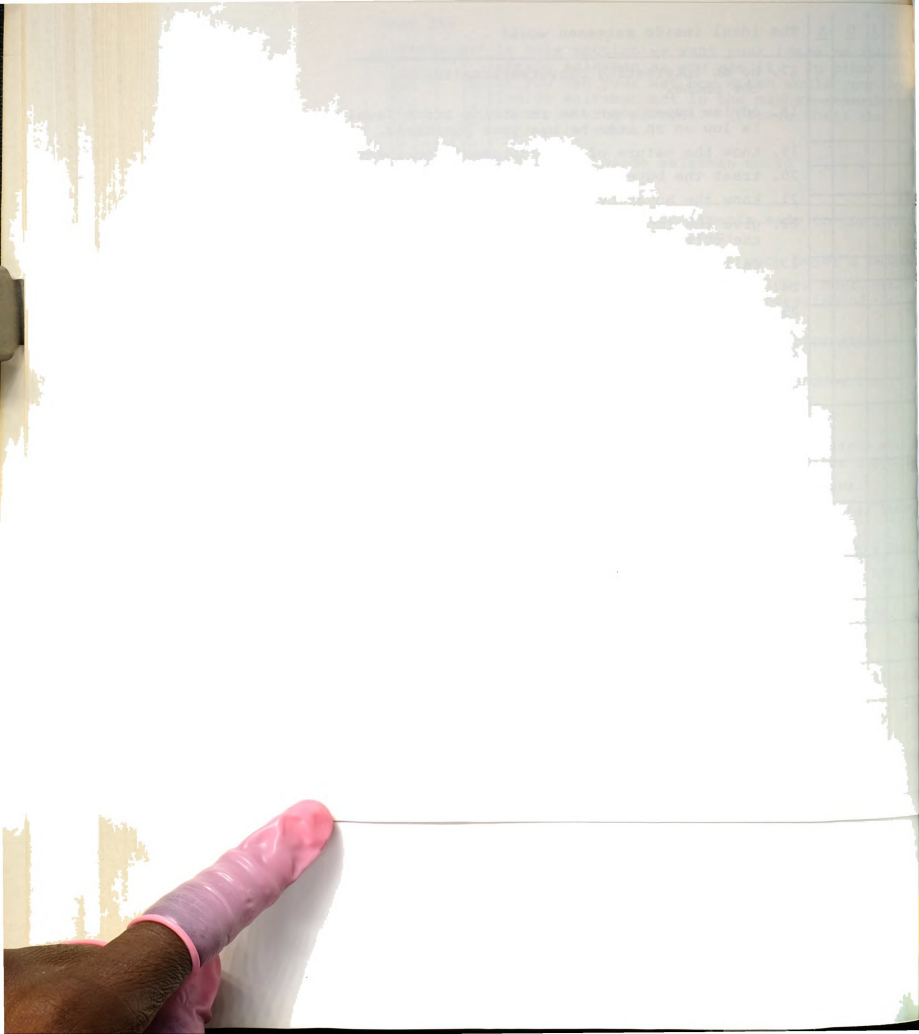
The ideal inside salesman would . . .

[illegible]

1. be aware of commitments made to the buyer by the outside salesman.
2. accept returned items upon buyer's request.
3. be willing to delay his lunch hour, etc. in order to complete the processing of the buyer's order.
4. phone the buyer back with information on the stock check.
5. openly endorse his company and/or its merchandise to customers.
6. know the required paperwork.
7. keep trying to sell substitute items even if the buyer originally balks at the suggestion.
8. "push" slow moving inventory items.
9. attempt to sell customers additional items not originally requested.
10. convey a positive attitude toward his work.
11. make checks on back order items for his customers.
12. know his company's entire product line.
13. question the buyer to determine most suitable material.
14. suggest alternative material applications to the buyer, if possible.
15. call the buyer's attention to quantity price breaks.
16. check stock before making delivery commitments.

R I S U A The ideal inside salesman would

17. be an interesting conversationalist on the phone.
18. advise buyer when the remaining stock level is low on an item he has just purchased.
19. know the nature of the customer's business.
20. treat the buyer like a close friend.
21. know the buyer by name.
22. give the impression of a close bond between the outside salesman and himself.
23. call the buyer when a delivery date slips.
24. be the one man who takes the buyer's order.
25. be mature and businesslike in his dealings with customers.
26. display competence and knowledge equal to or greater than the outside salesman.
27. call the mills to expedite customer orders.
28. be willing to sell an item at a loss if he has misquoted on a relatively small dollar order.
29. consult buyer before substituting items on an order.
30. seek alternative supply sources to fill a customer's order on out-of-stock items, and then sell the item at cost.
31. alert the buyer to any impending price increases.
32. take pride in doing his job.
33. initiate sales calls to old accounts or accounts where business is declining.
34. would resolve claims or returns without referral to a separate department.
35. be able to rapidly price any order while the customer waits.



MICHIGAN STATE UNIVERSITY
SALES RESEARCH STUDY

Part I:

In this section we would like to know something about you. This information will be used only for classification purposes and no attempt will be made to identify specific individuals. (Please check the appropriate blank.)

1. Your age:

Under 25 _____
25 - 35 _____
36 - 45 _____
46 - 55 _____
Over 55 _____

2. Number of years as a salesman:

Less than 1 _____
1 - 5 _____
6 - 10 _____
11 - 20 _____
Over 20 _____

3. From what source did you primarily obtain the necessary skills to perform your present job functions?

On the job training _____
Technical school(s) _____
Other business exposure _____
Formal school(s) _____
Other _____

PART II:

Directions--In this section we want your ideas on the ideal			
usually	sometimes	/	inside salesman as you see it. In other words,
			if you had your way how often would your ideal
Always			inside salesman act in the manner described by
			the following phrases? (Please check the
			appropriate box.)

The ideal inside salesman would

[illegible]

1. be aware of commitments made to the buyer by the outside salesman.
2. accept returned items upon buyer's request.
3. be willing to delay his lunch hour, etc. in order to complete the processing of the buyer's order.
4. phone the buyer back with information on the stock check.
5. openly endorse his company and/or its merchandise to customers.
6. know the required paperwork.
7. keep trying to sell substitute items even if the buyer originally balks at the suggestion.
8. "push" slow moving inventory items.
9. attempt to sell customers additional items not originally requested.
10. convey a positive attitude toward his work.
11. make checks on back order items for his customers.
12. know his company's entire product line.
13. question the buyer to determine most suitable material.
14. suggest alternative material applications to the buyer, if possible.
15. call the buyer's attention to quantity price breaks.
16. check stock before making delivery commitment

[illegible]

The ideal inside salesman would . . .

17. be an interesting conversationalist on the phone.
18. advise buyer when the remaining stock level is low on an item he has just purchased.
19. know the nature of the customer's business.
20. treat the buyer like a close friend.
21. know the buyer by name.
22. give the impression of a close bond between the outside salesman and himself.
23. call the buyer when a delivery date slips.
24. be the one man who takes the buyer's order.
25. be mature and businesslike in his dealings with customers.
26. display competence and knowledge equal to or greater than the outside salesman.
27. call the mills to expedite customer orders.
28. be willing to sell an item at a loss if he has misquoted on a relatively small dollar order.
29. consult buyer before substituting items on an order.
30. seek alternative supply sources to fill a customer's order on out-of-stock items, and then sell the item at cost.
31. alert the buyer to any impending price increases.
32. take pride in doing his job.
33. initiate sales calls to old accounts or accounts where business is declining.
34. would resolve claims or returns without referral to a separate department.
35. be able to rapidly price any order while the customer waits.

PART III:

In this section we would like you to rank five factors in terms of their importance in determining the effectiveness of an inside salesman (i.e., the most important factor would be given a #1 and the least important a #5).

Importance Ranking

Factor

Personality

Technical Competence

Customer Service Orientation

Sales Initiative

Efficiency (Self-Management)

MICHIGAN STATE UNIVERSITY
SALES RESEARCH STUDY

Part I:

In this section we would like to know something about you. This information will be used only for classification purposes. (Please check the appropriate blank.)

1. Your age:

Under 25 _____
25 - 35 _____
36 - 45 _____
46 - 55 _____
Over 55 _____

2. Number of men reporting to you:

1 - 5 _____
6 - 10 _____
11 - 20 _____
Over 20 _____

3. Were you ever a field salesman?

Yes _____
No _____

4. Were you ever an inside salesman?

Yes _____
No _____

Directions-- In this section we want your ideas on the ideal inside salesman as you see it. In other words, if you had your way how often would your ideal inside salesman act in the manner described by the following phrases? (Please check the appropriate box.)

	Rarely
	Frequently
	Sometimes
	Usually
	Almost Always

1. be aware of commitments made to the buyer by the outside salesman.
2. accept returned items upon buyer's request.
3. be willing to delay his lunch hour, etc. in order to complete the processing of the buyer's order.
4. phone the buyer back with information on the stock check.
5. openly endorse his company and/or its merchandise to customers.
6. know the required paperwork.
7. keep trying to sell substitute items even if the buyer originally balks at the suggestion.
8. "push" slow moving inventory items.
9. attempt to sell customers additional items not originally requested.
10. convey a positive attitude toward his work.
11. make checks on back order items for his customers.
12. know his company's entire product line.
13. question the buyer to determine most suitable material.
14. suggest alternative material applications to the buyer, if possible.
15. call the buyer's attention to quantity price breaks.
16. check stock before making delivery commitments.

[illegible]

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Importance Ranking

Factor

Personality
Technical Competence
Customer Service Orientation
Sales Initiative
Efficiency (Self-Management)

MICHIGAN STATE UNIVERSITY

SALES RESEARCH STUDY

Part I:

We would like to know your opinion of the Steel Service Center(s) with which you deal. If you deal with more than one, try to answer in terms of the one you consider your main source of supply. Your help will aid us in better understanding your needs as a steel buyer which is vital to our research. All responses will remain anonymous.

1. What is the name of the Steel Service Center you consider your main source?

2. Do you know the name of the inside salesman or salesmen from this center? If so, please list them?

3. Do you usually ask for a specific inside man when placing an order? Yes _____ No _____
If answer is yes, please state why you ask for this particular man.

4. Please give the name of the outside salesman at the Steel Service Center if you can. _____
5. Do the inside and outside salesmen at this center appear to be working closely together in their dealings with you?
Yes _____ No _____ Can't tell _____
6. Overall, how would you rate the Steel Service Center which you have specified relative to all your suppliers?
Better than most _____ About Average _____
Worse than most _____ Can't Tell _____
7. If the inside salesman was a woman, what would be your reaction? (Assume she was as technically competent as the men with whom you now deal.)
I would probably place more business with the center _____
It wouldn't make any difference in my dealings with the center _____
I would probably reduce the amount of business placed at the center. (If you choose this answer, please specify your reason in the space below.) _____

PART II:

Directions--In this section we want your ideas on the ideal inside salesman as you see it. In other words, if you had your way how often would your ideal inside salesman act in the manner described by the following phrases? (Please check the appropriate box.)

The ideal inside salesman would

[illegible]

1. be aware of commitments made to the buyer by the outside salesman.
2. accept returned items upon buyer's request.
3. be willing to delay his lunch hour, etc. in order to complete the processing of the buyer's order.
4. phone the buyer back with information on the stock check.
5. openly endorse his company and/or its merchandise to customers.
6. know the required paperwork.
7. keep trying to sell substitute items even if the buyer originally balks at the suggestion.
8. "push" slow moving inventory items.
9. attempt to sell customers additional items not originally requested.
10. convey a positive attitude toward his work.
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26. display competence and knowledge equal to or greater than the outside salesman.
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34. would resolve claims or returns without referral to a separate department.
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Part III:

In this section we would like you to rank five factors in terms of their importance in determining the effectiveness of an inside salesman (i.e., the most important factor would be given a #1 and the least important factor a #5).

Importance Ranking

Factor

Personality

Technical Competence

Customer Service Orientation

Sales Initiative

Efficiency (Self-Management)

MICHIGAN STATE UNIVERSITY EAST LANSING • MICHIGAN 48823

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND TRANSPORTATION ADMINISTRATION • EPPLEY CENTER

July 4, 1969

Mr. John Doe
ABC Construction Company
2345 Main Street
Jonesville, Oregon

Dear Mr. Doe:

May we ask your assistance in a research effort designed to improve the buying-selling relationship between steel service centers and their customers.

Specifically, we are interested in determining how you and other executives who deal with such firms view the people who service you.

You will contribute significantly to our research effort if you will complete the enclosed questionnaire and return it in the postage-paid envelope.

Sincerely,



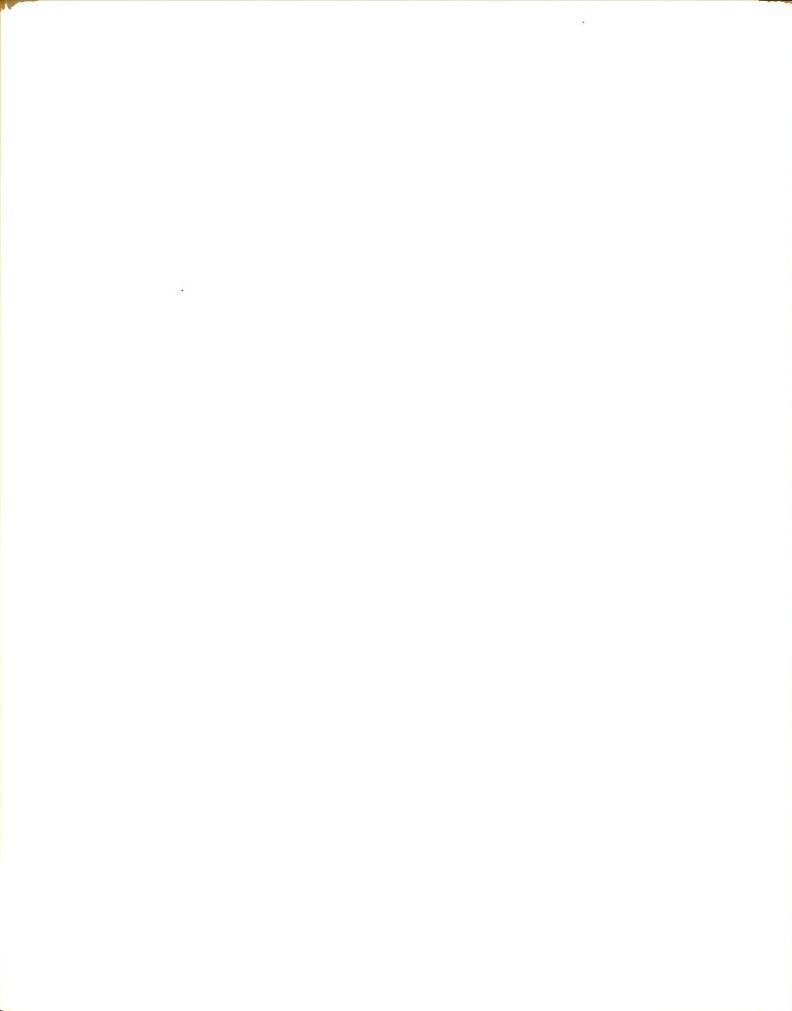
Robert J. Boewadt
Research Associate



Dr. W. J. E. Crissy
Research Director









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